

Bertelsmann Foundation (ed.)
**Strategic Management in
Local Economic Development**

Cities of Change Knowledge Product Series
Vol. 3

A Knowledge Product of **CITIES OF CHANGE**



THE WORLD BANK



Bertelsmann Stiftung

DFID Department for
International
Development

Cities of Change - A Network of Municipalities in Central and Eastern Europe

A huge agenda has been downloaded onto local authorities despite national governments often retaining control of assets and revenues. Financial resources available to local governments are extremely tight, and the transfers from central budgets are often unreliable. Furthermore, legalistic public administration procedures are still largely in place and community involvement and public participation is normally not part of local government decision-making procedures.

A strategic approach to management that will make local governments more effective and efficient is one of the most pressing needs in the transformation of public administration in Central and Eastern Europe.

The **Bertelsmann Foundation** and the **World Bank** have jointly initiated and established a network of selected municipal authorities to support policy and administration reform in the region. This network is designed to foster a constructive, informal, cross-border dialogue between local governments from five Central and Eastern European countries on key topics of organisational, political, social and economic reform. Officials can improve their ability to create the right environment for individuals, communities and businesses in order to thrive and respond to the changes wrought by the introduction of market forces. Cities can be the engines of growth not only for their communities but also for their countries. The joint establishment of this unique network is designed to tackle change from the local government perspective.

The network-structure is modelled on “Cities of Tomorrow” (www.cities-of-tomorrow.net), a programme which the Bertelsmann Foundation has supported in OECD countries for a number of years.

On the basis of clearly defined criteria, the World Bank and the Bertelsmann Foundation carried out a selection process to determine which cities should participate in the network. The selection was made from medium-sized cities in Poland, Hungary, Slovakia, Latvia and Bulgaria. This network of eight reform-oriented local governments from the five countries is supposed to act as a Laboratory for Innovation and Change. Its foremost aim is to help the cities develop a long-term strategy and assist in the implementation of strategic planning for certain key issues. The cities themselves had ranked the topics of local economic development and solid waste management/municipal environmental strategy as top priorities. Work on these topics is undertaken in two clusters. The intention of the cluster work is to encourage the cities to meet challenges in the specific fields of activities by using a specific strategic management approach.

By providing a forum for the exchange of ideas and experience on local government reform and successful strategies, the transformation process from central planning to markets is supported by the Cities of Change network. The network also helps to produce model solutions for the challenges which the participating cities are facing and is an inspiration to the process of reform and urban development in the region. The cities test and implement new ideas gained through the activities of the project. The results are widely disseminated.

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The **CD-ROM** attached to this folder contains the Bulgarian, Hungarian, Latvian, Polish, and Slovak **translations** of the *Local Economic Quick Reference Guide* and *Primer*.

Preface

Most Mayors, when asked what are the most serious problems in their community will include ‘unemployment’ at, or very near the top, of the list. This was clearly the case when, at the start of the Cities of Change program, the then Mayors were asked what policy issue they would most want to address in this pilot Cities of Change program; hence the local economic development (LED) cluster was born.

In 1999, at the beginning of the program, local economic development strategic planning was a new field, certainly in Eastern Europe, the Balkans and the Baltic States, but also relatively so in Western Europe and North America. Where good practice had been developed, it had only infrequently been published and there were relatively few capacity building and knowledge products available in the public domain. So this pilot project aimed to help the LED cluster cities to design and implement their own LED strategies. We did this through identifying good practice, developing a strategic planning methodology, organizing and delivering workshops and study tours, offering modest city consultancy support, developing training and knowledge products and testing these in the field, and finally launching the products for public dissemination and use.

In so far as the LED component of this pilot program was concerned, there were several goals:

- that an LED strategic planning methodology be developed, using and adapting good practice;
- that lessons learned from this process be shared with practitioners and program designers so as to guide and inform future programs;
- that practical knowledge products be developed that could be used freely, without charge, and that they be made available as widely as possible in the public domain;
- to build, through training and advisory services, capacity within the pilot cities in LED strategic planning and consequently enable them to design, develop and implement local economic development strategies for their own communities. This would necessarily include building capacity in stakeholder consultation and inclusion.

This work has been undertaken through a full partnership between the Bertelsmann Foundation and the World Bank. It is important to thank the United Kingdom Department for International Development for supporting the initial development of LED strategic planning in the World Bank, and also for specifically supporting the development of the knowledge and training products for this program.

Even before the pilot phase ended in 2004, the Cities of Change LED cluster pilot program contributed heavily to the development of the LED work at the World Bank and other institutions. It has already informed many World Bank projects, including, but not limited to, over 40 cities in LED networks in Latvia, Albania, Kosovo, Bosnia-Herzegovina, Yemen and Indonesia as well as projects in Poland, Romania and Papua New Guinea.

This **Local Economic Development Workbook (LED)** comprises the following key products:

- **Local Economic Quick Reference Guide:** a short introduction to the ‘why and how’ of local economic development. *This guide can be used as a short introduction to LED for city officials, elected Members, the business community and the non-governmental community.*
- **Local Economic Development Primer:** a more detailed account of the recommended local economic development strategic planning methodology, with ideas, case studies and references. *The focus here is on providing an understanding of how to develop an LED strategy, the options available, and how to implement, monitor and evaluate.*
- **Local Economic Development Strategy Casebook:** a collection of six local economic development strategies providing examples from across Europe and including some Cities of Change local economic development strategies with ‘good practice’ notes and comments. *Most municipalities are tempted to develop long and highly detailed strategies, but if the process is to be truly participatory, the key is, based on as strong an evidence base as possible, to develop a short, well written strategy. The link between the evidence base, the strengths, weaknesses, opportunities and threats, and the vision, goals, objectives, programs and projects is what the community needs to understand and comment upon.*
- **Making Local Economic Development Strategies: A Trainer’s Manual:** this manual is structured in five modules, with all the materials needed to enable those new to local economic development to be able to make and implement their own strategies.

These materials will also be found at www.worldbank.org/urban/led where further local economic development resources and case studies are available and continuously updated. The Cities of Change Web site www.citiesofchange.net also lists the key resources and information about the pilot cities, strategic management more broadly, and environmental management.

The materials and information in this folder have been written to pass on the good practice from this program, however there are ten key lessons that have been learned that are worthy of attention as readers begin to look through this workbook and plan their own processes. Interestingly, nearly all the key lessons learned are related to the internal organization of the LED strategic planning process in City Hall and related organizational issues.

Ten Key Lessons Learned in the Cities of Change LED Strategic Planning Process

- 1. Developing an LED office in the municipality:** *The importance of establishing an LED office and municipal team is crucial. Without a core group of at least one member of staff committed to this task, it will be hard to maintain momentum.*
- 2. Building interdepartmental teams and linking to other Local Government strategies:** *The complex nature of LED means that successful strategy preparation and implementation needs multi-disciplinary interdepartmental teams. This will bring 'buy-in' and extra resources to the effort from staff and elected Members.*
- 3. Building consensus and commitment with politicians:** *LED programs often have to compete for resources sometimes within un-funded mandates. From an early stage, plans should be developed to include a broad range of elected politicians.*
- 4. Stakeholder Development:** *Involving the business and wider community in strategic planning and prioritization is challenging for local governments and stakeholders. Special training on both sides should be given to enable rapid development of constructive stakeholder relations and trust.*
- 5. Leadership of the Mayor and or Chief Executive:** *There has been a direct correlation between the success of the municipalities in developing their strategies and the involvement of the Mayor and or Chief Executive. Where they have shown active and engaged leadership, so better results have ensued.*
- 6. Building horizontal and vertical linkages with other levels of Government:** *As political boundaries are rarely the same as economic boundaries, it is good practice to involve horizontal as well as vertical tiers of governments, to maximize synergies, skills, knowledge and resources.*
- 7. Developing a strong evidence base (but not too strong!):** *There is a strong temptation to spend too much time gathering too much information and then not enough time analyzing it. Involve institutions of higher learning in this process and others to share the load and skills.*
- 8. Focus on the local business enabling environment first:** *One early 'quick-win' is to establish a 'one-stop shop' in the municipal offices that offers a dedicated service to help businesses through the local government bureaucratic procedures.*
- 9. Maintaining Commitment to the Process:** *Partly this is the job of the Mayor, to keep the strategic planning process going, but actions and projects must be seen to happen as well as the process. For most municipalities, a first LED strategy should be researched and completed to implementation stage within the local government partnership within 18 months.*
- 10. Institutionalizing the process:** *Make sure that the LED strategy is reported to the municipal council each and every year, with a mid-year review. Stakeholder meetings to monitor and review the strategy need also to be held at least twice a year. The Mayor has a responsibility to make these happen, and be in attendance for all.*

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**Local Economic Development
Quick Reference**

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Acknowledgements

The United Kingdom Department for International Development (DFID) and the World Bank are funding a Knowledge and Capacity Development Project in Local Economic Development (LED). This work is part of that project and was written by the Urban Development Unit, The World Bank, Washington D.C., using international good practice. For more information see www.worldbank.org/urban/led. An English-language publication has been funded by the United Kingdom Department for International Development (DFID) and the World Bank and the views expressed are not necessarily those of either organization.

Both organizations have kindly authorized the Cities of Change network, jointly run by the Bertelsmann Foundation, Guetersloh/Germany, and the World Bank, to disseminate this publication as Cities of Change knowledge product, also in the five Cities of Change network languages Bulgarian, Hungarian, Latvian, Polish, Slovak. The statements, findings, conclusions and recommendations expressed in this paper do not necessarily represent official policy of the Bertelsmann Foundation.

This publication was prepared using available information and good practice in local economic development from the following agencies and organizations:

- Economic Commission for Latin America and the Caribbean (CEPAL): www.eclac.cl
- European Union: www.europa.eu.int
- Institute for Development Studies, Sussex University: www.ids.ac.uk/ids/global
- International Economic Development Council: www.iedconline.org
- OECD's Club Du Sahel : www1.oecd.org/sah/activities/Dvpt-Local/index.htm
- Organization for Economic Cooperation: www.oecd.org
- Partnership for Local Economic Development: www.parul-led.or.id/e_overview.htm
- Regional Technology Strategies: www.rtsinc.org
- U.K. Office of the Deputy Prime Minister Urban Policy Unit: www.urban.odpm.gov.uk
- U.S. Economic Development Administration: www.doc.gov/eda
- U.S. Agency for International Development: www.usaid.gov
- World Bank: www.worldbank.org

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The World Bank, Washington, D.C.

Cover design: Boris Kessler

Layout and typesetting: Vanessa Meise

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1. Local Economic Development Essentials

1.1 What is Local Economic Development?

Local Economic Development (LED) is the process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation. The aim is to improve the quality of life for all.



1.2 What does practicing Local Economic Development mean?

Practicing local economic development means working directly to build up the economic strength of a local area to improve its economic future and the quality of life of its inhabitants. The success of communities today depends upon them being able to adapt to the fast changing national and international market environment.

1.3 How can a strong local economy be built?

Each community has unique local conditions that can help or hinder its economic development. These local attributes will form the basis for designing and implementing a local economic development strategy. To build a strong local economy, each community can undertake a collaborative process to understand and act on its own strengths, weaknesses, opportunities and threats. It will then make its local area more attractive to business, workers and supporting institutions.

1.4 Who does Local Economic Development?

Successful private enterprises create wealth, jobs and improved living standards in local communities. Private enterprise, however, depends on favorable local business conditions to achieve prosperity. Local governments have an essential role in creating favorable environments for business success and job creation. LED is thus a partnership between local government, business and community interests.

1.5 Why do Local Economic Development?

LED initially started being practiced in the 1970s because local governments and other local stakeholders realized that highly mobile capital was moving between jurisdictions. By actively examining their economic base, understanding obstacles to growth and investment, and by strategically planning programs and projects to remove obstacles and facilitate investment, communities sought to grow their economic and employment base. Today local areas face an even greater number of challenges. These include:

INTERNATIONAL

Globalization increases both opportunities and competition for investment. It offers opportunities for local businesses to develop new markets and also presents challenges from international competitors entering local markets. Multi-site, multi-national manufacturing, banking and service corporations vie globally to find cost efficient sites in which to locate. Technologically advanced growth industries require more highly specialized skills and technology infrastructure. Local conditions determine a community's comparative advantage and hence its ability to attract and retain investment. Even small towns and their surrounding rural regions can find niche opportunities at a national or international level by building on their inherent advantages.

NATIONAL

Macro-economic, fiscal and monetary policies affect local communities. National regulatory and other legal conditions (e.g., telecommunications deregulation, environmental standards) also influence the shape of local business climates, which can help or harm local economic development goals. In many countries, national government functions continue to be decentralized and private industry has become more mobile. These trends all have local economic consequences. Local communities need to be aware of the threats that they pose as well as the opportunities that they bring.

REGIONAL

Communities within and between regions sometimes compete to attract both outside and local investment. There are also many opportunities for communities (both rural and urban) to collaborate with one another to help their economies grow - such as by supporting infrastructural or environmental improvements with broad regional impacts. For example, an association of local governments or formal regional governments can intermediate between national and individual local governments to play important roles in LED.

MUNICIPAL AND METROPOLITAN

Firms (large and small) often choose to locate or grow in urban areas because of agglomeration economies - the benefits of sharing markets, infrastructure, labor pools, supplier relationships and information with other firms. The economic growth advantage of urban areas depends a great deal upon the quality of urban management and on policies affecting the availability, or lack, of electricity, transport, water, sanitation, telecommunications and developed urban land. Factors affecting labor productivity in the local economy include housing, health and education services, skills availability, security, training opportunities and public transport. These hard and soft infrastructure factors are major determinants of an area's comparative advantage and form the backbone of successful local economies. However, the most important and effective local economic development activity that municipalities can undertake is to improve the processes and procedures to which businesses are subjected by the local authority itself. A brief survey of most local governments reveals a large number of complex, badly

managed, expensive and unnecessary business registration systems. By reducing these, an area quickly begins to improve its investment climate and becomes known as business friendly.

DISADVANTAGED POPULATIONS

Communities and businesses increasingly recognize that successful local economies require social, as well as economic and environmental, renewal. For this reason, strategies and plans for local economic development and regeneration need to interface with anti-poverty strategies and involve disadvantaged and excluded groups.

2. Local Economic Development evolution

Before examining how to undertake LED, it is crucial to examine its evolution. The evolution of LED points to a number of different ways in which LED can be pursued. These are very important in order to avoid making mistakes of the past.

Focus	TOOLS
1960s TO EARLY 1980s	
<ul style="list-style-type: none"> ▪ mobile manufacturing investment attraction from outside local area ▪ attraction of foreign direct investment ▪ making hard infrastructure investments (Public sector only) 	<ul style="list-style-type: none"> ▪ large grants, tax breaks, subsidized loans for manufacturing investors ▪ subsidized hard infrastructure investment ▪ lowered production costs through techniques like recruitment of cheap labor
1980s TO MID 1990s	
<ul style="list-style-type: none"> ▪ retention and growing of existing local businesses ▪ continued emphasis on inward investment attraction but usually more targeted to specific sectors or from certain geographic areas (Public sector driven) 	<ul style="list-style-type: none"> ▪ direct payments to individual businesses ▪ business incubators/workspace ▪ advice and training for small-medium scale enterprises ▪ technical support ▪ business start-up support ▪ both hard and soft infrastructure investment
LATE 1990s ONWARDS	
<ul style="list-style-type: none"> ▪ making whole business environments favorable ▪ “soft” infrastructure investment (e.g., human resource development, regulatory rationalization) ▪ public/private partnerships ▪ leveraging private sector investments for public good ▪ improving quality of life and security for communities and potential investors ▪ highly targeted inward investment attraction, building on local area comparative advantage (Public sector LED, usually) 	<ul style="list-style-type: none"> ▪ holistic strategy to provide a facilitative local business environment ▪ focus on stimulating growth of local firms ▪ cross-community networking and collaboration ▪ emphasis on developing collaborative business relationship ▪ workforce development and soft infrastructure provision ▪ supporting quality of life improvements ▪ focus on services sector as well as manufacturing ▪ facilitating economically-linked business clusters



3. How to start LED: Building and executing LED strategies

Good practice indicates that local economic development should always begin with the formulation of a strategy. A LED strategy is a critical component of any community's planning process. Ideally a LED strategy should form a component of a broader community-wide strategic plan. The time horizon for a LED strategy is typically five years with associated short-, medium- and longer-term deliverables. A LED strategic planning process, like many others, typically has five stages.

LED - A Five Stage Strategic Planning Process

Stage 1: Organizing the Effort

Stage 2: Doing the Local Economy Assessment

Stage 3: Creating the LED Strategy

Stage 4: Implementing the LED Strategy

Stage 5: Reviewing the LED Strategy

3.1 Stage 1: Organizing the Effort by Developing a Management Team and Partnership Network

Local economic development depends for success on the collective efforts of public (governmental), business (private) and non-governmental (NGOs, community-based organizations, trade unions, social, civic, religious) sectors. A community begins the strategic planning process by identifying the people, public institutions, businesses and industry, civic organizations, private professional organizations, think-tanks and training institutions and other groups with vested interests in the local economy.

PUBLIC	BUSINESS	NON-GOVERNMENTAL
<ul style="list-style-type: none"> ▪ local government including technical departments ▪ district or regional government ▪ sector boards and authorities: <ul style="list-style-type: none"> – health – education – transport ▪ zoning board ▪ institutions of research and higher learning ▪ utilities 	<ul style="list-style-type: none"> ▪ large corporations ▪ trade unions ▪ small-medium and micro-scale entrepreneurs ▪ land and real estate developers ▪ banks and other financial groups ▪ chambers of Commerce ▪ news media ▪ other business support groups ▪ professional associations ▪ private utilities ▪ private establishment ▪ think tanks 	<ul style="list-style-type: none"> ▪ community leaders ▪ neighborhood groups ▪ community service organizations ▪ local educational institutions ▪ local religious institutions ▪ other non-governmental organizations, e.g., groups representing: <ul style="list-style-type: none"> – minorities, disabled and other disadvantaged populations – environmental issues – cultural, arts and historical interests

The skills and resources that each stakeholder group brings to the process make up the critical foundation of the strategy process. Establishing working relationships and structures that fully engage stakeholders in the process should also lead to beneficial long-term, formal public/private/non-governmental partnerships. These working relationships can range from a process of relatively informal collaboration through working groups to the establishment of a regional development authority in local government or a constituted public-private partnership.

3.2 Stage 2: Doing The Local Economy Assessment

Knowing the context of the local economy is crucial to help the stakeholders strategize for the future. The analytical boundaries of the local economy assessment should not be limited by an administrative jurisdiction such as a municipality, but rather defined by the economic relationships in a geographic area, such as the metropolitan region, “commutershed”, or a city and its rural hinterland. A preliminary economic assessment will use available quantitative and qualitative knowledge of the sources, structures and trends in production and employment, skills, and other resources to help identify the strategic direction for the local economy. This information will also point towards projects and programs that will strengthen the economic base of the local area. Data collection is a first step in an economic assessment. Several tools including a SWOT analysis (“strengths, weaknesses, opportunities, threats”), benchmarking and regional economic indicators can be used.

The local economic assessment might identify, for example:

- Strengths:** local assets – competitive wage rates, skilled workforce, educational and research institutions, strong transportation network, safe locality, productive existing firms, proximity to raw materials or other natural resources.
- Weaknesses:** obstacles to growth – worsening poverty, complex regulatory procedures, inadequate infrastructure, limited access to credit, health issues affecting the workforce (e.g., HIV/AIDS).
- Opportunities:** favorable exogenous (external) conditions – technological change, new international trade arrangements, or macroeconomic/political developments expanding markets.
- Threats:** unfavorable exogenous (external) trends – demographic changes, downsizing of global business or loss of markets resulting in local plant closure.

The assessment must also identify public, business and non-governmental resources; collect and analyze existing or critical new quantitative and qualitative information; and establish knowledge management systems for future use in monitoring and evaluation. The level and depth of data will depend on its availability, budget and nature of the local economy.

IMPORTANT CATEGORIES OF DATA	
<ul style="list-style-type: none"> ▪ current economic activities and trends ▪ inventory of businesses ▪ population trends ▪ physical infrastructure ▪ natural resources ▪ local geography ▪ community attributes ▪ business culture 	<ul style="list-style-type: none"> ▪ local private sector development and management capacity ▪ local government capacity ▪ local leadership ▪ human resources and skills ▪ availability of finance ▪ local R&D ▪ local training facilities ▪ other local conditions affecting business



Also important is comparative information on the resources and activities of neighboring communities or other regional, national or international competitors.

The assessment should broadly consider a wider range of economic development opportunities across all major sectors.

3.3 Stage 3: Creating the LED Strategy

As in comprehensive city strategic plans, the intent of the LED strategy is to achieve a holistic approach to LED. Professionals in local government and principal stakeholders need to balance economic development with environmental and social needs. The LED strategy has a number of components.

Elements of LED Strategy	
Vision:	Describes stakeholders' consensus on the preferred economic future of the community.
Goals:	Are based on the overall vision and specify desired outcomes of the economic planning process.
Objectives:	Set the performance standards and target activities for development. They are time bound and measurable.
Programs:	Set out approaches to achieving realistic economic development goals. They are time bound and measurable.
Projects and	
Action Plans:	Implement specific program components. They must be prioritized and costs established. They are time bound and measurable.



3.4 Stage 4: Implementing the LED Strategy

Strategy implementation is driven by a broad implementation plan, which, in turn, is driven by individual project action plans. The implementation plan lays out budgetary, human resource and institutional and procedural implications of implementing the LED strategy. It is thus the point of integration of all projects and programs within a LED strategy. The action plan lays out a hierarchy of tasks, responsible parties, realistic time tables, human resource and financial needs, sources of funding, expected impacts, results, performance measures and systems for evaluating progress for each project. The implementation plan acts as a mediator between projects to ensure that they do not inappropriately compete for resources.

Some projects will be “quick wins” that can be implemented in the short term and play an important role in building momentum and trust. Others will be medium to long term. In each case, projects should be “championed” by individuals or group of stakeholders according to interests, resources and commitment.

A good implementation plan can often result in more efficient and effective use of existing budgets within local government, private associations and companies. It can also be used to target funding from external sources such as national government, bilateral and multilateral donor agencies.

Developing good monitoring and evaluation techniques for holistic LED strategies is important to quantify outcomes, justify expenditures, determine needed enhancements and adjustments and develop good practices. Indicators will need to measure both process (qualitative) and impact (quantitative).

3.5 Stage 5: Reviewing the LED Strategy

A review of the economic development strategy occurs at least annually. This review should use established monitoring and evaluation indicators of the local economy and of the resources available for the strategy effort. The review needs to cover not just inputs, outputs, outcomes and impact, but the implementation process, levels of participation, the dynamics of changing local conditions and changing economic (and political) relationships of the local economy within the region or within national and international markets. Alongside the review of the entire strategy, systems should be in place to monitor the progress of every project. These systems will give decision-makers the tools they need to adjust the strategy in response to dynamic local conditions.

LED PROGRAM OPTIONS

A community will need to decide upon the key programs that will become the core of its strategy. Many options are in use by communities today. The first five are typical core choices, supported by several others depending on local circumstances:

Improving the Local Business Investment Climate: Measures to improve the local climate for businesses include improving processes and procedures for business registration, taxation, etc., within City Hall. These efforts should also complement and ensure consistency with reforms or measures that may be taken at the national/state level to improve the investment climate.

Investment in Hard Strategic Infrastructure: Improving the built environment for businesses including:

- Transport infrastructure: roads, rail, air and sea;
- Utilities: industrial and potable water, waste disposal, gas and electricity, telecommunication systems;

Investment in Sites and Premises for Business: Improving the provision and availability of land and sites, premises and units for productive economic and business development:

- Sites and premises: commercial and industrial sites and premises
- Managed workspace and business units

One benefit of undertaking collaborative LED is to harmonize capital investments that serve the community's priorities for business development and income generation as well as basic services, in order to maximize investment returns.

Investment in Soft Infrastructure: Improving the commercial environment for businesses through, for example, regulatory reform, skills training and business-focused education, research and development, "one-stop shop" advisory services, business networking, guidance to accessing capital and finance sources.

Encouraging Local Business Growth: Enabling and/or providing advice, support and resources to enable existing local business to grow with the goal of retaining and strengthening existing local business.

Encouraging New Enterprise: Enabling the provision of advice, technical support, information and resources to support individuals set up new businesses.

Promoting Inward Investment: Attracting business to a community from elsewhere in the country or from other countries. This option needs careful weighing of the costs and benefits. It can be risky and at most should only form a targeted part of a broad LED strategy.

Sector (and Business Cluster) Development: Focuses on facilitating linkages and interdependence amongst firms (including suppliers and buyers), supporting services (including training institutions and banks) in a network of production (and sale) of products and services. Local governments can collaborate locally and regionally to become facilitators of industry networking and catalysts/brokers to bring the actors together.

Area Targeting/Regeneration Strategies: Addressing specific area-based problems such as regenerating a run-down town center, a declining commercial zone or neighborhood. Fostering promising growth opportunities where market potential is already demonstrated by emerging private investment (e.g., along area transport corridors).

Integrating Low Income of Hard-to-Employ Workers: Programs to mainstream the poor and disadvantaged populations into the economy. Ensuring that new growth industry extends employment opportunities to low-income workers (including those in the “informal sector”) and that such workers have access to, and can take advantage of, opportunities for advancement.

4. Institutionalizing LED

Because LED is so comprehensive, it involves all departments of municipalities as well as many other stakeholders. Care needs to ensure that the economic development function is very well organized. The first task often is to review systems and procedures within the local authority to encourage business growth. When communities first start LED, they usually create a team within the local government. The team normally works with stakeholders to develop public-private partnerships that can advise the city team on LED. Sometimes the program can start as a public-community-private sector partnership, but usually municipalities lead this effort. As LED strategies become more embedded in their communities, the core public-private partnerships may be constituted as autonomous or semi-autonomous entities to implement the strategy.

5. Good practice for strategy success

Good practice in local economic development requires tailored approaches to local conditions. Good practice shows that the following are excellent guiding principles:

- a holistic approach including social, environmental as well as economic issues.
- a carefully developed strategy built by all relevant partners and based on a shared vision;
- a range of initiatives - short-, medium-, and long-term - to catalyze partnerships and build stakeholder confidence;
- local leaders who bring commitment, credibility and an ability to unite stakeholders;
- capacity building of management and “on ground” teams is essential to program implementation;
- the LED strategy must be owned by local government with demonstrated strong political will to implement it;
- political, financial and technical support from other levels of government adds value;
- an integrated approach to LED monitoring and evaluation;

6. Measuring LED progress

Good LED practice involves monitoring and evaluation (M&E). M&E should be viewed as an integral component of LED, and is a process that seeks to determine, systematically and objectively, the relevance, efficiency and effectiveness of an LED project or policy.

An effective M&E process can support LED in a number of ways. M&E can provide the LED practitioner with better means for learning from past experience, improving LED strategy and implementation, demonstrating results as part of accountability to key stakeholders, and planning and allocating resources. M&E can highlight effective LED program delivery and assist with future policy decision-making. M&E can highlight what aspects of a program are working well and what are not.

In undertaking M&E, a strategic approach is required that integrates M&E into the ongoing management of a LED agency or program. An M&E strategy will require the establishment of a performance monitoring system with appropriate indicators that relate to strategic and operational objectives. It will also require the adoption of a systematic approach to program evaluation, with evaluation being built into the management of all programs and activities as a part of the LED planning process. The following points summarize some principles of monitoring and evaluation that are applicable to LED as to many other fields.

6.1 Monitoring and Evaluation (M&E)

Monitoring is the continuous assessment of strategy and/or project implementation in relation to agreed schedules. It identifies half-course successes and problems to facilitate timely adjustments to project operations. Monitoring accepts the project design as given and it is focused on performance.

Evaluation is the periodic assessment of a project's relevance, efficiency and impact (both expected and unexpected), in relation to stated objectives. Evaluation challenges the design of a project and it is focused on the latter's overall effectiveness. Measuring impact may require analysis of a counterfactual scenario as well.

6.2 The Five Components of a Good M&E Strategy:

Clear Objectives

Good M&E is dependent upon a good project design and clear statements of measurable objectives.

Key Performance Indicators

A clear and structured set of key performance indicators (KPI's) allows us to measure gradual progress and the overall success of a project. Indicators, either quantitative or qualitative, should be:

- SMART - specific, measurable, achievable, relevant and time bound;
- valid - they should be validated by stakeholders and should measure with reasonable accuracy what they set out to measure;
- reliable - conclusions based on the indicators should be the same if measured by different people;
- sensitive - they should be sensitive enough to measure important changes in the observed situation;
- gender sensitive - indicators should be disaggregated by gender where relevant and practical;
- timely - it should be possible to collect and analyse the data quickly enough to permit timely decision-making;
- in line with local capabilities/resources - indicators should not be burdensome for project partners;
- building on what exists - should draw on existing local data sets or indicators used in other projects.

Data Collection

The type of data collection required depends on the choice of indicator. Within a project, it is generally necessary to measure progress in terms of internal input use (i.e. financial, staff etc.), output progress (i.e. progress on the targeted manual, building, etc.), and process deployment (i.e. how well projects achieve their time frames, etc.).

Institutional Arrangements

In determining M&E institutional arrangements one should focus on the people, processes and events necessary for measuring progress, both at the level of the general strategy and of the individual projects/programmes. One should also consider the types of evaluation tools necessary and any expected M&E products (e.g. Performance Improvement Plan, Progress Report, Report on Lessons Learned, etc.).

Feedback

This component consists of the ways in which M&E findings will be fed back into the decision-making process. Summary of differences between Monitoring and Evaluation:



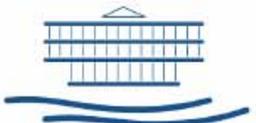
	MONITORING	EVALUATION
WHAT:	routine gathering of information on all aspects of a project; Informs on project implementation	offers deeper perspective on overall projects effects/impacts
WHY:	to analyse current situation, follow activities on schedule, measure intermediate goals, ensure efficient resource use	documents progress of the workplan, achievement of goals, project effectiveness, project impact and cost-effectiveness
WHEN:	continuous (daily, monthly, annual)	periodical (half-course, project end, etc.)
How:	carried out by staff and participants	internal evaluations , by project manager/staff and/or participants external evaluations , by external agencies of donors
INFORMATION TYPE:	primarily quantitative data	primarily qualitative data

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Local Economic Development Primer

A Knowledge Product of **CITIES OF CHANGE**



THE WORLD BANK



Bertelsmann Stiftung



Acknowledgements

This Primer was written by the Local Economic Development team based in the Urban Development Department of the World Bank. The team was led by Gwen Swinburn, Senior Urban Specialist and included Soraya Goga, Young Professional, and Fergus Murphy, Consultant. Contributions were gratefully received from Kate Kuper, Senior Urban Specialist, and André Herzog, Consultant. Information used in this guide was obtained, with permission, from ‘Local Economic Development: Good Practice from the European Union and Beyond’ (2000), an unpublished paper prepared by Gwen Swinburn for the Urban Development Department of the World Bank.

Reading this Primer

Where text appears in the margin of a page, this is meant to highlight a specific issue that is of particular relevance to LED strategic planning. For the sake of consistency, this LED Primer will refer to *municipal government* and *municipality* as the institutional level of local government with responsibility for LED strategic planning. This Primer is suitable however for a wide range of organizations seeking to develop a capacity for, and understanding of, local economic development strategic planning, including national, regional and city governments, local authorities, town councils, city hall, local government departments and public-private partnerships. This list is not exhaustive.

Disclaimer

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Foreword

The Urban Development Department of the World Bank, in collaboration with the United Kingdom Department for International Development and the Bertelsmann Foundation, is supporting the Cities of Change initiative, an initiative that seeks to foster policy and administration reform in the areas of local economic development and environmental management. Initiated in 1999 to promote democracy and efficiency in municipalities in Central and Eastern Europe, the Cities of Change initiative is designed to foster constructive, informal, cross-border dialogue on the role of local politicians, the effectiveness of local administrations and the enhancement of public participation. The aim of the Cities of Change municipal network is to:

- strengthen the capacity of municipalities to conduct strategic planning and develop action plans;
- encourage the exchange of best practice among municipalities to provide access to international expertise and knowledge; and,
- facilitate the dissemination of results.

The Local Economic Development (LED) component of the *Cities of Change* initiative seeks to build municipal capacity to improve local economies and generate an enabling environment for employment generation. In doing so, it advocates the use of a five-stage approach to the LED strategic planning process, as set out in this Primer.

Developed as a resource to assist communities to develop local economic development strategies, the Primer has been prepared for towns, cities and communities that are new to LED and that wish to help their local economies grow. The Primer seeks to provide municipalities, practitioners, businesses and communities with an understanding of what local economic development is, why it is practiced, and how it is practiced. It aims to identify the initial steps to starting the local economic development planning process, and has been developed using good practice from a number of transitioning and developing economies, as well as from North America and the European Union. The Primer highlights examples of good practice in local economic development strategic planning and implementation, and draws on the lessons and experiences gained from the *Cities of Change* local economic development network. It is hoped that the Primer will serve to explain some of the complexities associated with local economic development strategic planning so that they are more easily understood.

This Primer is one of a number of tools that have been developed by the World Bank to understand better Local Economic Development. This work was done in conjunction with a number of partners and specific thanks is due to the British Department of International Development (DFID) that funded and supported

a Capacity Building and Knowledge Sharing Program in LED. There are many further resources that are constantly updated on the following web site: www.worldbank.org/urban/led.

Permission to use these materials is not required. However, should the guide be translated, the World Bank and the Bertelsmann Foundation request that an electronic copy be forwarded to both organizations for reference. This document is available on the World Bank, Bertelsmann Foundation and *Cities of Change* Web sites. Should you wish to comment on the usefulness of the Primer, or suggest additional information or case studies, please contact the World Bank at *LED@worldbank.org*

Glossary of LED Terms

Local economic development has its own language and terminology. Terms such as *capacity building*, *empowerment*, *indigenous development* and *social capital* are common and are used by a variety of actors in the local economic development field. However, many of the terms associated with local economic development require a considerable amount of interpretation, comprehension and negotiation when applied practically in different institutional settings. While recognizing that some of these terms are not universally understood, the following list provides a guide to this terminology by describing the more commonly used words and acronyms.

Additionality: The principle that funding from a particular source is additional to that provided by national and municipal authorities. The additionality principle requires that funds awarded for a project should not be used merely to substitute/replace existing funds, but should be used for additional projects and activities.

Brownfields: This is a general term used for sites that have been developed in the past that may or may not be contaminated. Sustainable economic development strategies encourage the productive reuse of these sites, even though this may be more expensive than building or developing new and presently undeveloped Greenfield sites.

Business Incubators: An economic development tool primarily designed to help create and grow new business in a community within a specific building or location. Business incubators help emerging businesses by providing various support services such as assistance with developing business and marketing plans, building management skills, obtaining capital and access to more specialized services. They also provide flexible space to rent, shared equipment and administrative services in managed workspace.

Business Retention Strategies: Systematic efforts designed to keep local companies content and situated at their present locations within the area. Strategies include helping companies cope with changing economic conditions, addressing new markets and even assisting with internal company problems.

Business Start-up Support: Includes the full range of services available to people starting in business for the first time. Initiatives include: training, business advisory support, business networking and mentoring and financial assistance (grants, loans, and interest rate subsidies are traditional methods; a more innovative approach to financial support is to try and attract as much private sector investment as possible, rather than public sector).

Clusters: An industry cluster is a grouping of related industries and institutions in an area or region. The industries are inter-linked and connected in many different ways. Some industries in the cluster will be suppliers to others; some will be buyers from others; some will share labor or resources. The important thing about a cluster is that the industries within the cluster are economically linked. They both collaborate and compete, and are, to some degree, dependant upon each other. Ideally, synergies are produced by these clusters.

Entrepreneurial Training: Programs that provide guidance and instruction on business basics (such as accounting and marketing) so that businesses improve their chances of success.

Export Development Services: Export assistance programs can help businesses to diversify their customer base, expand operations and become more profitable. Export services include: assessing company capacity for exporting; market research; information services (on exporting, trade regulations, transportation, etc.); international lead generation and trade shows/exhibitions or promotional marketing trips.

Foreign Direct Investment (FDI): FDI is investment that is attracted from abroad. It can mean either Greenfield investment (i.e. investment in building new facilities on hitherto undeveloped sites) or portfolio investment (i.e. buying into an established business). Inward investment can take similar forms (either Greenfield or portfolio). However it may include investment from within a country as well as from abroad.

Greenfields: Refers to land that has hitherto not been developed. Greenfield investments imply that facilities are designed and built for investors, rather than the investor buying a facility already built.

Growth Node: A physical location where industry and/or commercial development is deliberately directed; done either to reduce growth pressures elsewhere in the city or to redistribute growth within a city.

Forward Strategy: Arrangements to continue the life of projects after initial project funding stops. Sometimes described as an **exit** or **succession** strategy. This should be established at the outset of all projects that are likely to need ongoing capital or revenue resources after the initial period of establishing the project.

Hard Infrastructure: Hard infrastructure includes all the tangible physical assets that contribute to the economy of a city. For example, transport infrastructure (roads, railways, ports, airports), industrial and commercial buildings, water, waste disposal, energy, telecommunications etc. See also soft infrastructure below.

High Road Techniques: High road techniques stress the need to make more efficient use of resources and invest in processes, technological innovation and employee skills. It views labor as an important commodity and skill enhancement as a crucial, targeted investment. It entails the mobilization and upgrading of local resources and the maximization of local strengths and advantages to balance relatively higher wage rates.

Indicators: Proxy measures to provide operational definitions to the multidimensional components of LED. Indicators are expected to serve the function of defining policy problems and informing policy formulation. They should provide a basis for policy discussion and planning.

Indigenous Businesses: Local businesses, usually those that have developed in the community. Increasingly, the term refers to all businesses in an area whether they are 'locally grown' or not.

Informal Sector: Not within the formal or legal sector and therefore not registered.

Labor Market Information: The body of data available on a particular labor market, including employment and unemployment statistics, occupational statistics, and average hours and earnings data.

Local Economic Forum: A coordinating mechanism set up to achieve the streamlining and improvement of local economic service delivery.

Low Road Techniques: Low road techniques promote an area's economic position through the lowering of production costs, especially wage rates; this is not a sustainable approach.

Mobile Manufacturing (or service sector) Investment: Where manufacturing (or service) companies have a wide choice of location choices. Consequently they are in very strong negotiating positions when it comes to choosing where to locate their businesses.

One-stop Business Service Centers: Facilities where business persons can go to obtain advice and support to help them establish and expand their business. Sometimes these centers also issue licenses and permits needed by businesses to start-up, operate or expand. These centers improve the local business environment by reducing the number of separate agencies and offices a business may need to approach for advice or to apply for various licenses and permits. They save public and private time and improve efficiency as a result.

Soft Infrastructure: Soft infrastructure relates to the less tangible aspects of LED such as education and training provision, quality of life infrastructure such as park, leisure and library services, housing, business support, business networking and financing services etc.

SMEs: This is the acronym for ‘small and medium sized enterprises’. There is no definitive delineation between a small and medium sized business. As a general reference, small is often from 5 to 20 employees and medium from 20 up to 200. Businesses with fewer than 5 employees are usually called micro-enterprises. This is a guide only.

Stakeholders: Individuals and groups who have an interest in the issues in hand. They normally represent their own interests as stakeholders.

Supply Chains: The products and processes that are essential to the production of a good or service. For example, to produce frozen fish, the supply chain inputs will extend from fish catching, handling, processing, and freezing to packaging, storing and distribution. These are all elements of a supply chain. Holistic LED strategies will try and capture as much as possible of the higher value end of the value chain in their area. In this case fish processing, packaging, storing and distribution will be adding value and therefore be seen at the higher end of the value chain.

Introduction to Local Economic Development

What is Local Economic Development?

The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation.

What Does Practicing Local Economic Development Mean?

The success of a community today depends upon its ability to adapt to the dynamic local, national and international market economy. Strategically planned LED is increasingly used by communities to strengthen the local economic capacity of an area, improve the investment climate, and increase the productivity and competitiveness of local businesses, entrepreneurs and workers. The ability of communities to improve the quality of life, create new economic opportunities and fight poverty depends upon them being able to understand the processes of LED, and act strategically in the changing and increasingly competitive market economy.

How Can a Strong Local Economy Be Built?

Each community has a unique set of local conditions that either enhance or reduce the potential for local economic development, and it is these conditions that determine the relative advantage of an area in its ability to attract, generate and retain investment. A community's economic, social and physical attributes will guide the design of, and approach to, the implementation of a local economic development strategy. To build a strong local economy, good practice proves that each community should undertake a collaborative process to understand the nature and structure of the local economy, and conduct an analysis of the area's strengths, weaknesses, opportunities and threats. This will serve to highlight the key issues and opportunities facing the local economy.

Who Does Local Economic Development?

Successful private enterprise and productive public-private partnerships create wealth in local communities. Private enterprise however, requires a positive business enabling environment to deliver prosperity. Municipal government has an essential role in creating a favorable environment for business development and success. By its nature, local economic development is a partnership between the business sector, community interests and municipal government.

LED is usually strategically planned by local government in conjunction with public and private sector partners. Implementation is carried out by the public, private and non-governmental sectors according to their abilities and strengths.

Why Do Local Economic Development?

LED evolved as a policy approach in the early 1970s in response to municipal governments realizing that businesses and capital were moving between locations for competitive advantage. By actively reviewing their economic base, communities gained an understanding of the opportunities for, and obstacles to, growth and investment. With this newfound understanding, communities attempted to expand their economic and employment base by devising and undertaking strategic programs and projects to remove obstacles and facilitate investment. Today, local economies face an even greater set of challenges. These include:

INTERNATIONAL

Globalization increases both opportunities and competition for local investment. It offers opportunities for local businesses to develop new markets but also presents challenges from international competitors entering local markets. Multi-site, multi-national manufacturing, banking and service corporations compete globally to find cost efficient sites in which to locate. Technologically advanced growth industries require highly specialized skills and a supporting technology infrastructure, but increasingly all industrial and service sectors need highly specialized and specific skills and business environments. Local conditions determine the relative advantage of an area and its ability to attract and retain investment. Even small towns and their surrounding rural regions can develop local economic opportunities at a national or international level by building on their local economic strengths.

NATIONAL

At the national level, macro-economic, fiscal and monetary reforms have directly impacted the economy at the local level. National regulatory and legal frameworks such as tax reform, telecommunications deregulation and environmental standards directly influence the local business climate, either enhancing or reducing the potential for local economic development. In many countries, national government functions continue to be decentralized thereby increasing the responsibility of municipal governments to retain and attract private industry.

REGIONAL

Communities within and between regions often compete to attract external and local investment. Opportunities exist for communities across regions to collaborate with each other to help their economies grow, for example, by supporting infrastructure or environmental improvements that demonstrate a broad regional impact. An association of local municipalities or regional governments can serve to facilitate these types of LED effort by acting as an intermediary between national and municipal governments.

METROPOLITAN AND MUNICIPAL

Businesses, both large and small, often choose to locate in urban areas because of agglomeration economies (i.e., the benefits derived from sharing markets, infrastructure, labor pools and information with other firms). The economic advantage of urban areas depends significantly on the quality of urban governance and management, and on the policies affecting the availability, or lack, of electricity, transport, telecommunications, sanitation and developable urban land. Factors affecting labor productivity in the local economy include the availability and quality of housing, health and¹ education services, skills, security, training opportunities and public transport. These ‘hard’ and ‘soft’ infrastructure factors are major determinants of a community’s relative advantage. The quality and provision of ‘hard’ and ‘soft’ infrastructure forms the cornerstone of a successful local economy.

Metropolitan areas can offer increasing opportunities through economies of scale and effort as a result of the size of the physical and human capital available, as well as the size of its services and internal market. Uncoordinated and disparate institutional frameworks and planning bodies in metropolitan areas can serve to undermine area-wide economic growth. Metropolitan-wide LED agencies, consortia and networks can be created to address these constraints. These innovative institutional frameworks, which represent the interests of different municipalities and partner agencies in the same metropolitan area, can bring benefits to the key actors of each municipality (public departments, business and civil society organizations). These frameworks can serve to unite the efforts of different localities and increase LED results, and can strengthen representation in higher levels of decision-making. This type of cooperation has worked well for cities that belong to common market agreements or that have common sector interests (i.e. Eurocities², Indonesian City Network³, South African Cities Network⁴).

The most important and effective local economic development activity that a municipality can undertake is to improve the regulatory processes and procedures to which businesses are subjected by the municipality itself. A survey of most municipalities would reveal a number of complex, poorly managed, expensive and unnecessary business registration systems. By reducing these, a municipality can quickly improve its local investment climate.

¹ LED infrastructure comprises two main components, ‘hard’ physical infrastructure incorporating roads, rail, water, sewerage and drainage systems, and energy and telecommunications networks; and ‘soft’ infrastructure of social, cultural and community facilities and capacity that enhance the quality of life and encourage industry and business development.

² <http://www.eurocities.org/>

³ <http://www.cdsindonesia.org/>

⁴ <http://www.sacities.net/>

DISADVANTAGED POPULATIONS AND INFORMAL ECONOMY

In many countries, economic growth is determined not only by the formal economy (the economic sectors that are legally registered and pay taxes) but also by the informal economy (those activities that are not legally registered). In some cases the size of the informal economy is greater than the formal economy, and it interacts with the formal economy by supplying certain goods and services. The linkages between the formal and informal sectors of the economy need to be understood and considered in the devising of a local economic development strategy.

Communities and businesses increasingly recognize that a successful local economy requires social, as well as economic, environmental and physical renewal. In many cities, large numbers of low-income families work within the informal economy. However, these informal activities are often low-growth activities as a result of a lack of access to proper infrastructure and services (i.e., electricity, water, roads), regular means of financing, information and skills. The development of an LED strategy should recognize and accommodate the constraints and opportunities of the informal economy so as to broaden the appeal of a strategically planned LED strategy. It should also encourage wider social benefits for all a community's economic and social sectors, both formal and informal, disadvantaged and excluded.

The LED Strategic Planning Process

Good practice indicates that local economic development should always be guided by a strategy. Ideally, an LED strategy will form a component of a broader strategic development plan that includes social and environmental components. The LED strategy provides a focus on strengthening the local economy and building local capacity. The timeframe for an LED strategy is typically three to eight years and includes annual implementation plans. The logical sequence of these stages is outlined in the table below.

The Five Stage Strategic Planning Process

A local economic development strategic planning process typically has five stages, and while these are highlighted below as separate stages, in reality, LED strategic planning is a flexible process and one stage often continues in parallel with another according to local needs. If problems are encountered during a particular stage, it may not be as a result of work in that stage but the appropriateness of a previous stage. Previous and subsequent stages may need to be refined or reworked to resolve problems. The strategy is a living document that should be changed as circumstances dictate.



Local Economic Development The Five Stages
Stage 1: Organizing the Effort
Stage 2: Local Economy Assessment
Stage 3: Strategy Making
Stage 4: Strategy Implementation
Stage 5: Strategy Review

Table 1: The five stage sequence of the local economic development strategic planning process

Stage 1: Organizing the Effort

To successfully organize a local economic development strategy, institutional arrangements and stakeholder involvement should be agreed at an early stage of the planning process. An LED team should be established in City Hall or within a partner organization and this team should initially manage the strategic planning process.

Successful local economic development requires the collaborative effort of *public* (governmental), *private* (business) and *non-governmental* (NGOs, trade unions, social, civic, religious) sectors. The strategic planning process begins by identifying the people, public institutions, businesses, industries, civic organizations, professional organizations, think-tanks, training institutions and other groups that comprise and/or impact the local economy.

The skills, experiences and resources that stakeholder groups bring to the effort will each contribute to the overall strategic planning process. Establishing solid working relationships and organizational structures to support the strategy planning process will lead to beneficial long-term, public, private and non-governmental partnerships. These working relationships can range from relatively informal working groups, to semi-formal, loosely aligned networks, to the establishment of a regional development agency or a constituted public-private partnership. Maintaining and sustaining such partnerships is often the critical and challenging factor determining the effectiveness of LED efforts.



Stage 2: Local Economy Assessment

Knowing the characteristics of the local economy is critical if stakeholders are to identify and agree a realistic, practical and achievable LED strategy. To elicit key data on the local economy, an effective local economy assessment will start with a preliminary review of the existing economic relationships and activities within an area, and will make use of available quantitative and qualitative information that highlights existing structures and trends in business development, manufacturing, employment, skills, and other data that will help to identify the strategic direction of the local economy. The assessment need not necessarily be limited by an administrative jurisdiction or boundary such as a municipal boundary. An area might consist of a metropolitan region, a travel-to-work area, a town, city or its urban or rural hinterland. The information collected may highlight the need for specific projects and programs that will expand and diversify the local economic base.

The first step in a local economy assessment is to determine what information is pertinent, required and available, and to identify the vague, missing or non-existent data that it will be necessary to obtain for the local economy assessment. After obtaining this data, it will be necessary to collate and analyze the data so as to provide a profile of the local economy. Several tools including SWOT analysis (Table 2), benchmarking and regional economic indicators may be used to identify key information on the local economy. Effective LED strategy planning will include a review and analysis of the contribution of local economic development programs and projects that are already happening in the area.



EXAMPLE OF ISSUES OF A LOCAL ECONOMY ASSESSMENT	
Strengths Local assets	Competitive wage rates, skilled workforce, educational and research institutions, strong transportation network, safe locality, productive existing firms, proximity to raw materials or other natural resources.
Weaknesses Obstacles to growth	Worsening poverty, complex local regulatory procedures, inadequate infrastructure, limited access to credit, health issues affecting the workforce (e.g., HIV/AIDS), high crime rates.
Opportunities Favorable exogenous (external) conditions	Technological change, new international trade arrangements, macroeconomic/political developments, expanding markets, the development of a regional airport, emerging skilled workforce.
Threats Unfavorable exogenous (external) trends	Demographic changes, downsizing of global business or loss of markets resulting in local plant closure, unstable exchange rates inhibiting local investment, loss of educated population to other areas - outward migration.

Table 2: SWOT Analysis: Examples of Local Economy Assessment Issue

The local economy assessment will be used to:

- identify public, private and non-governmental resources;
- collect and analyze existing or critical new quantitative and qualitative information; and,
- establish data management systems for future use in monitoring and evaluation.

Also important is comparative information on the resources and activities of neighboring communities or other local, regional, national or international competitors. The assessment should consider the potential for a wide range of local economic development opportunities across all the major sectors, including the formal, informal and community sectors. 

The level and depth of data to be collected will be determined by availability, budget and nature of the local economy. In many developing countries, information about the economy is only available at the national level. Collecting detailed information about the local economy can be an expensive process that municipalities with limited funds have difficulty in undertaking. In this situation, it is necessary to consider various methods and approaches to understanding the local economy. Such approaches may include meetings with businesses and community groups, interviews and simple surveys. 

Stage 3: Strategy Making

As in comprehensive city strategic planning, the intent is to achieve an *integrated* approach to local economic development strategic planning. In devising strategy, practitioners in municipal government and principal stakeholder groups will need to balance local economic development with environmental and social needs. A typical LED strategy has a number of components.

ELEMENTS OF THE LED STRATEGY	
Vision	Describes the stakeholders' consensus on the preferred economic future of the community.
Goals	Based on the overall vision and specify desired outcomes of the economic planning process.
Objectives	Establish the performance standards and target activities for development of each goal. They are time bound and measurable.
Programs	Set out approaches to achieving realistic economic development goals. They are time bound and measurable.
Projects and Action Plans	Implement specific program components. They must be prioritized, and costs must be established. They are time bound and measurable.

Table 3: The 5 Steps of LED Strategy Making: 'Visions to Projects'

Stage 4: Strategy Implementation

An LED strategy is an overall plan that has short, medium or long-term aims and actions and sets out what is going to be achieved. It will establish an agenda to promote and develop a local community's economic, physical, social and environmental strengths and will address both challenges and opportunities.

IMPLEMENTATION PLAN

Every LED strategy should have an implementation plan that in turn is supported by individual project action plans. The implementation plan sets out the budgetary and human resource requirements, and institutional and procedural implications of implementing the LED strategy. As a single document that contains all of the LED programs and projects within a strategy, it serves as an integrated programming document to maintain a clarity of strategy direction, and ensures that programs and projects do not inappropriately compete for resources and support. With a timeframe of between one and three years, a good implementation plan will result in a more efficient and effective use of existing budgets, and can be used to attract funding from external sources such as national government, bilateral and multilateral donor agencies, and the private sector⁵.



ACTION PLANS

LED action plans provide specific details on project components including a hierarchy of tasks, responsible parties, a realistic delivery timetable, human resource and financial needs, sources of funding, expected impacts, results, performance measures and systems for evaluating progress for each project⁶.

Projects that can be implemented in the short term and that result in "early wins" play an important role in building momentum and stakeholder confidence. Other projects will have a medium to long-term timeframe. In each case, projects should be "championed" by individuals or a group of stakeholders according to interests, resources, commitment and expertise.

⁵ An example of an implementation plan may be seen in the sample documents part of the Resource Section of this publication.

⁶ An example of a Project Action Plan may be seen in the sample documents part of the Resource Section in this publication.

Developing a good monitoring and evaluation system for an integrated LED strategy is important and allows for analysis and review. It enables the LED team to correctly quantify outcomes, justify expenditures, determine necessary enhancements and adjustments, and develop good practices. Indicators⁷ can be identified to measure both process and impact.

Stage 5: Strategy Review

Although an LED strategy is usually written for a three to eight-year period, the strategy should be reviewed annually to allow for adjustment in response to changing local conditions. A more comprehensive revision usually takes place every three years. The implementation of the LED strategy should however, be subject to a rigorous annual assessment. This review should consider the resources available for the delivery of the strategy and include established and agreed monitoring and evaluation indicators of the local economy.

The review should include, where possible, inputs, outputs, outcomes and impacts, and also the implementation process and the level and extent of stakeholder participation. Alongside the strategy review, systems should be in place to monitor the progress of each project. These systems will allow decision makers to adjust the strategy in response to changing local conditions. As programs or projects are completed or deemed to be inappropriate, new ones can be identified.

GOOD PRACTICE FOR STRATEGY SUCCESS

Good practice in local economic development requires tailored approaches to local conditions, and the following are excellent guiding principles:



- An **integrated** approach that includes social, environmental and physical, as well as economic issues.
- A carefully developed strategy built by all relevant **partners** and based on a **shared vision**.
- Reference to the **informal economy**: the **informal economy** needs to be carefully taken into account. In some localities, it can represent a significant part of the local economy, be strongly inter-linked with formal activities and provide the economic basis for the majority of the poor.
- A **range of projects**: short, medium and long-term, to catalyze partnerships and build stakeholder confidence.
- **Influential** and **effective local leaders** that bring commitment, credibility and an ability to unite stakeholders.
- **Capacity building** of management and ‘on the ground’ teams are essential to project implementation.
- The LED strategy should be owned by the municipal government with a demonstrated **strong political will** to implement it.
- Political, financial and technical support from **other levels of government** that adds value.
- Projects and action plans should be undertaken only where a responsible manager or champion has been identified who is **committed** to successful implementation.

⁷ See Glossary of LED Terms, page 8

AN EXAMPLE TO SHOW THE DIFFERENT ELEMENTS OF A LED STRATEGIC PLAN

VISION: THIS MUNICIPALITY WILL BECOME GLOBALLY COMPETITIVE BY 2020
<p>Goals:</p> <ol style="list-style-type: none"> 1. To diversify the economic base of the municipality. 2. To become a tourism center. 3. To improve the built environment of the municipality. 4. To become the most attractive municipality in the region for foreign direct investment. 5. To become a more equal society through improved access to work for all the community. <p><i>(For each goal a series of objectives is formulated. Consider Goal 3 as an example)</i></p>
<p>Goal 3: To improve the built environment of the municipality.</p> <p>Objective 1: To utilize and develop all brownfield sites over one quarter of an acre by 2010.</p> <p>Objective 2: To adopt, within the next six months, planning policy guidelines to ensure that historic buildings more than 100 years old may not be altered or demolished without prior local authority consent.</p> <p>Objective 3: To ensure that all new applications to build industrial and commercial office space meet local, national and international standards for safety, environment and so on.</p> <p>These objectives should be time bound and quantifiable. Some should be short term (for early wins), some longer term. Then, for each objective, there should be a program of projects and activities. These need to be selected carefully using selection criteria.</p> <p><i>The result could look like this, for example:</i></p>
<p>Objective 1: To eliminate all Brownfield sites over one quarter of an acre in size by 2010.</p> <p>Program: Brownfield Remediation Program</p> <p>Project 1.1: To develop a register of derelict Brownfield sites in the municipality and establish ownership.</p> <p>Project 1.2: To initiate a lobbying effort for national government and other funding to remediate the sites.</p> <p>Project 1.3: To prioritize sites according to the severity of their pollution/prominence in the municipality.</p> <p>Project 1.4: To review local and national legislation to ensure ‘polluter pays’ legislation is in place.</p> <p>Project 1.5: To develop and implement a strategy to ensure landowners remediate their sites, and that they be encouraged to bring them into beneficial use.</p> <p><i>Once the projects have been identified, prioritized, financed and a responsible person/group identified, detailed action planning and implementation can take place.</i></p>
<p>Project 1.1: To develop a register of Brownfield sites in the municipality and determine ownership.</p> <p>Action Plan: Ideally, these will be produced on a standard pro-forma including the following information:</p> <ol style="list-style-type: none"> 1.Name of project 2.Short description of project 3.Itemized actions by date 4.Cost and budget profile 5.Responsible project manager, and responsible person for the whole objective/ program 6.Expected outcomes 7.Monitoring process

Table 4: ‘Visions to Projects’: The Strategic Elements⁸

⁸ An example of a “Vision to Projects matrix” may be seen in the sample documents part of the Resource Section of this publication.

Stage One: Organizing the Effort

Stage 1: Organizing the Effort

- Step 1:** Identify the LED Team Leader and Establish a City Hall Staff Team.
- Step 2:** Establish a Political Process in City Hall.
- Step 3:** Develop a Stakeholder Partnership Group.
- Step 4:** Develop Systems to Work with Other Tiers of Government.
- Step 5:** Consider the Appropriate Type of Organization to Develop LED Strategies and Projects.

The first stage in developing an LED strategy is to organize the LED effort. This is commonly divided into five steps that can take place simultaneously.

Step 1: Identify the LED Team Leader and Establish a City Hall Staff Team

An individual or organization needs to take the lead in initiating the LED strategic planning process. Usually, although not always, this starts with the municipal government delegating the responsibility to a new or existing municipal department or unit. In some cities, a local economic development agency has been established as an independent or semi-independent organization. In a few, a private entity has been created. Municipalities with limited resources might start with a less ambitious LED team. In many cases, an LED team may initially consist of one person. In such a situation, the LED program could be incrementally expanded through the training of staff, and by making use of resources external to the municipality. Such resources may include business groups, diaspora, non-governmental organizations, volunteers, schools, colleges and universities, as well as the exchange and transfer of experiences with other municipal governments.

Where LED is a new function for a municipality, it is important to undertake an **institutional assessment** of the key departments that are involved in LED. This assessment will identify the necessary individual skills, organizational resources and performance conditions that need to be strengthened for the LED process to be effective. As an all-encompassing process, LED requires a range of technical, professional and managerial skills, and an LED team should therefore include a wide range of experienced municipal officials including development planners, lawyers, financial and environmental experts, engineers, architects, researchers, communication experts and others that could contribute to a local community's economic, physical and social development.



An LED team should be a multi-disciplinary team that is able to work across traditional departmental lines, as well as governmental and non-governmental lines. Where appropriate mechanisms of municipal transparency and accountability exist, an LED team may involve the participation of professionals and volunteers from outside the municipality. It is important to strengthen the capacity of the

LED team to communicate with non-governmental organizations and business sectors, and this will require good facilitation skills and the use of creative communication techniques. In some municipalities, this may be the first time that truly interdepartmental working has been occurred.

Given LED's broad scope and the necessity to develop relationships with the private, public and non-governmental sectors, true and genuine leadership of the team is necessary. Such leadership will provide the team with better conditions for devising and delivering an LED strategy. There are a number of ways that LED can be managed and developed by a municipality.

ESTABLISHING A 'HOME' FOR LED WITHIN A MUNICIPALITY

In almost all successful local economic development case studies, a responsible person, often in the Mayor's Office or in the office of the Chief Executive Officer, is initially appointed to take responsibility for LED (this may expand into a specific unit or department at a later point). This initiator may spend much of his/her time initially gathering information on the local economy and identifying important stakeholders. This person will ideally have LED experience and be able to demonstrate a sound understanding of the needs of businesses. This is not essential however, as these skills can be learned.

A commitment by the Mayor to appointing this person to a full-time position with responsibility and necessary initial resources is important. Though available resources may initially be small, they should be sufficient to begin an LED program and provide basic office equipment, training in LED if necessary, and an operational budget to facilitate stakeholder meetings and gather data for a preliminary SWOT analysis.

MUNICIPAL TASK GROUPS TO OVERSEE THE LED PROCESS

Given the cross-cutting nature of LED, cross-disciplinary, interdepartmental teams make for successful strategy making. Such task groups should include people from across the various municipal departments that have professional, technical, political or financial responsibility for matters affected by the LED strategy. There should be terms of reference and a formal reporting system for these groups. Transparency and public access to information used or generated by the groups is important to their overall credibility.



LINKS TO OTHER MUNICIPAL PLANNING PROCESSES

LED, as an integrated discipline, will usually have many linkages with almost all other local development strategies. The coordination of the different strategies and their constituent programs is therefore important as it can make better use of scarce resources, avoid duplication of efforts and increase overall impact. Systems

and procedures should be developed to ensure that LED is integrated into all of these plans and vice versa. Importantly, businesses should not have to deal with conflicting information and policies from various municipal strategies.

As municipalities often do not have the necessary resources to implement all LED strategies simultaneously, it is important to develop technical and decision-making mechanisms to prioritize and balance different local needs. Municipal decision-makers and practitioners should seek to balance the local economic development, environmental and social needs of an area, and many municipalities have developed different technical criteria for prioritizing and coordinating investments. Others have established participatory planning mechanisms that range from consultative processes to direct involvement in decision making.

Municipal plans that should influence, and be influenced by, the local economic development agenda, may include, but are not limited to:

City strategic plan	Planning, resource management, zoning, land use development strategies	Transport strategies	Leisure and recreation strategies	Housing strategies
Environmental strategies	Anti-poverty strategies	Education and training strategies	Crime and public safety strategies	Waste disposal and pollution control strategies

Table 1.1: Other Municipal Plans that Will Influence, Or Be Influenced By LED

Step 2: Establish a Political Process in City Hall

The effective implementation of any LED strategy will require concerted political effort and support. Ensuring that local political leaders (mayor, councillors, ward members, community leaders, elected representatives) are involved will help to ensure that the LED strategy gains both the political support and commitment of necessary resources required for effective implementation. The municipal leadership and responsibility for LED should be given to a local political leader. In some cases this will involve the chair of a significant municipal government committee, for example, the Policy and Resources Committee. These committees often oversee both the policy direction of the municipality and the allocation of resources and the LED strategy reporting process should be part of the annual council decision making cycle. Over time, many municipalities initiate an independent, autonomous economic development standing committee. As a locally driven process, the opportunities for developing the appropriate local political mechanisms will be varied.



Participatory Planning Tools

The World Bank Participation Source Book

Participation is a concept that means different things to different people in different settings. For some, it is a matter of principle, for others, a practice, and for others still, an end in itself. All these interpretations have merit. The World Bank Participation Sourcebook, however, follows the definition of participation adopted by the Bank's Learning Group on Participatory Development: Participation is a process through which stakeholders influence and share control over development initiatives and the decisions and resources which affect them". www.worldbank.org/wbi/sourcebook/sbhome.htm

UN-HABITAT: Tools to Support Participatory Urban Decision Making

The Toolkit responds to the demand by practitioners for support in applying participatory approaches to urban planning and management. The Toolkit features a harmonized approach to participatory urban decision making through a city consultation process, profiles 18 specific tools which have been applied and demonstrated through various technical cooperation programs of UN-HABITAT and describes the linkages between each of these specific tools and the relevant principles of good urban governance.

http://www.unhabitat.org/campaigns/governance/docs_pubs.asp#Toolkit

Table 1.2 Examples of Participatory Planning Tools

Step 3: Develop A Stakeholder Partnership Group

Stakeholders are individuals, businesses, organizations or groups in the public, private and not-for-profit sectors that have an interest in strategizing and implementing LED programs and projects. Many municipalities involve these stakeholders in the LED process, from strategy formulation, to program and project implementation, to monitoring and evaluation, as doing so can increase:

- credibility, equity and transparency, by opening the planning process to the public;
- effectiveness, as it is easier to understand the real (economic) needs when the beneficiaries are involved. It also contributes to building support, and overcoming resistance and mistrust; and,
- efficiency, as stakeholders can mobilize their own resources to support and promote local economic development.

For many municipalities, involving external stakeholders in the municipal decision-making process is a new and daunting prospect. As a first step stakeholders may be invited to contribute data, participate in surveys and focus groups and contribute ideas.

Try to find key stakeholders and understand their motivations for participating in the LED strategic planning process, how they can participate, and how they can add value (i.e., skills, knowledge, volunteer work, material and financial resources) to the LED effort. Engaging non-governmental actors such as the business community, organized civil society groups and citizens as a whole in local development planning is becoming increasingly common.

BUILDING STAKEHOLDER PARTNERSHIPS

Building such partnerships for local economic development will enable municipalities to achieve more, with the same Local Government inputs, to be more cost effective while potentially identifying new ways of gaining access to additional resources. Partnerships aim to link the various local partners that have an impact on local economic development into an agenda that can support and sustain successful and sustainable local economic development. Partnerships should be established to address a jointly recognised opportunity. If stakeholder partnerships are to work, openness and the ability to work in an innovative way is important.

THE KEY STAKEHOLDERS AND THEIR POTENTIAL CONTRIBUTIONS**MUNICIPAL GOVERNMENT**

Municipalities are key agents for local economic development. Municipalities, in many places, are responsible for providing different services and implementing regulations (e.g., zoning regulations) that address a wide range of local economic development needs. In addition to providing physical and other infrastructure, they may facilitate business development, retention and attraction by marketing local products, may offer incentives to support business expansion⁹, providing education and training, supporting small business development, and improving infrastructure maintenance.

Municipalities manage a wide variety of regulatory procedures for businesses such as registration, licensing and permitting. They may include, but are not limited to:

- analyzing the local economy;
- providing leadership to local economic development;
- coordinating and funding the implementation of local economic development projects;
- ensuring a high standard of service delivery;
- providing incentives (fiscal, land development, marketing) to attract private investment;
- promoting local business development through procurement policies; and,
- promoting an enabling environment that stimulates business growth.

Moreover, municipalities can identify and provide the leadership necessary to organize and build coalitions and partnerships to exchange information among local and regional actors interested in LED. Promoting meetings and seminars, and networking with interested individuals, groups and organizations, is important for knowledge creation and dissemination, and can serve to identify new opportunities for economic growth.

LED strategies at the municipal level are likely to benefit from increased support (financial and political) by working with higher tiers of government as well as across horizontal tiers of government. As regional development is becoming increasingly important, there need to be clear and positive synergies between local and regional strategies to maximize LED outcomes.

⁹ This is a complex issue and should be very carefully considered. Good practice dictates that public money is normally better spent upon improving the local business enabling environment for all businesses rather than supporting specific businesses.

PRIVATE SECTOR AND COMMUNITY

As the private sector and local community are significant beneficiaries of an LED program, it is essential to involve them in the LED strategic planning process¹⁰. Doing so can:

- increase the effectiveness and efficiency of the strategic planning process by securing a range of external resources (material, financial), knowledge and experience that is often not available from within the municipality.
- legitimize the process and help de-politicize LED projects. This can help to ensure long-term sustainability.
- widen consensus and support for the LED strategy, thereby helping to strengthen the confidence of potential investors and businesses.
- forestall problems by engaging partners and stakeholders in the process.
- increase the understanding of the local economy, as business partners are likely to know much more than municipal representatives about the true state of the local economy. Local business leaders are likely to be informed about local problems and opportunities that could be addressed by the LED strategy.
- encourage community volunteer efforts to support LED implementation programs.
- incorporate low-income and informal economy groups and associations (i.e. slum dwellers and street vendors associations) into the process as they have a better understanding of the issues affecting their economic activities.

POTENTIAL STAKEHOLDERS		
PUBLIC SECTOR	PRIVATE SECTOR	COMMUNITY SECTOR
<ul style="list-style-type: none"> ▪ Municipal government including technical departments ▪ District or regional government ▪ Sector boards and authorities (health, education, transport) ▪ Zoning board ▪ Institutions of research and higher learning ▪ Utilities 	<ul style="list-style-type: none"> ▪ Large corporations ▪ Trade unions ▪ Small, medium and micro-scale entrepreneurs ▪ Land and real estate developers ▪ Banks and other financial groups ▪ Chambers of commerce ▪ News media ▪ Other business support groups ▪ Professional associations ▪ Private utilities ▪ Private education establishments ▪ Think tanks 	<ul style="list-style-type: none"> ▪ Community leaders ▪ Neighborhood groups ▪ Community service organizations ▪ Local education institutions ▪ Local religious sector ▪ Other non-governmental organizations and groups: <i>Minorities, disabled and other disadvantaged populations; environmental issues; cultural, arts and historical interests</i>

Table 1.3: Potential Stakeholders in the LED Process

The ultimate configuration of the stakeholder group should really be determined by a strategic assessment of the local economy and the key local economic actors themselves.

¹⁰ See for example, 'Working with Business in Local Strategic Partnerships', a guidance note produced for Business in the Community, British Chambers of Commerce, Local Government Association and the Neighbourhood Renewal Unit http://www.bitc.org.uk/docs/Guidance_note.pdf.

ESTABLISHMENT OF A STEERING COMMITTEE

One way of involving stakeholders is to establish a Steering Committee. This should include key stakeholders from all sectors including government, business and NGOs, and the municipality will usually provide institutional support for this committee. Group facilitators have an important role to play during meetings with different stakeholders as conflicts may emerge due to different interests. Group facilitators can bring a degree of control to meetings and may be required in the early days of establishing the LED strategy and partnerships. The Steering Committee may initially be an advisory committee. As time progresses, more formal structures are often considered.



Case Study

SPAIN: Strategic Metropolitan Plan of Barcelona

The Strategic Metropolitan Plan of Barcelona has developed an effective institutional framework based on a non-for-profit association (committee) that includes 300 members from government, private and non-governmental organizations. The association is the most representative instance of a steering committee. It approves the strategic plan, builds consensus and promotes joint leadership and cooperation. http://www.bcn2000.es/index_eng.html

Table 1.4: LED Institutional Framework Case Study

Step 4: Develop Systems to Work with Other Tiers of Government

National, state, provincial and regional levels of governments have a key role to play in facilitating an environment that is conducive to local economic development, and it is therefore appropriate to include these levels of government into the strategic planning process when necessary. In addition to looking at the relationships that LED has with other local plans, there is a need to look beyond the local area to other programs, plans, rules and regulations that will impact upon the local economic agenda. These may include national, state, provincial or regional laws and policies, for example:

- telecommunications deregulation;
- financial regulations;
- environmental standards;
- taxation;
- land and property laws;
- national infrastructure investment plans; and,
- budget transfers (often conditional grants).

Regional initiatives allow local municipalities to pool resources and gain synergies from working in partnership with nearby municipal governments. The LED task team should therefore look to establish and/or build on inter-governmental work that is already occurring so that new programs and initiatives can be initiated and influenced.

Regional Initiatives: Some Ideas

Many localities, towns and cities within regions have worked collaboratively to increase regional capacity for local economic development. LED strategies include:

- developing education and research consortia across regions;
- developing specialist institutions of higher learning;
- developing regional business clusters (these will be discussed later);
- regional promotion to attract and retain investment;
- developing regional supply chains to increase intra-regional trade and investment;
- improving regional transportation links within and beyond the region;
- improving regional technology transfer; and,
- strengthening local and regional lobbying efforts to higher tiers of government.

Table 1.5: Regional Initiatives

Step 5: Consider the Organization to Develop LED Strategies and Projects

Creating an appropriate organizational arrangement to develop and implement local economic development is a significant undertaking. It is not necessary to decide this at the beginning of the strategy making process but in the course of developing the strategy. There are a number of institutional locations where LED could be situated within a municipality, for example,

- **in the Chief Executive's or Mayor's Office:** This has the advantage of visibility, and the 'weight' of the most senior staff to support it. Situated in this department, LED is likely to have a higher profile and exhibit more of a policy and facilitation focus, which in turn can help guarantee coordination with other municipal departments. However it might have less implementation resources and be over-dependent on the Mayor's political tenure.
- **in a functional department:** In a functional department such as Land and Property Registration or Urban Planning, LED could potentially be subverted to supporting the major discipline of the department. For example, if located in an urban planning department, LED strategic planning could possibly be influenced in its direction toward land and infrastructure issues and might result in limited influence being exerted on other important areas such as improving the business enabling environment (i.e. facilitating registration and operation) and related aspects (i.e. promotion of cooperatives and SME development). Good management practice and developing multi-disciplinary approaches will help ensure both sound policy formulation and successful implementation of the LED strategy.
- **the 'Agency' approach:** Local economic development agencies (LEDAs¹¹) have the potential for improved coordination and synergy with different governmental and non-governmental entities. A LEDA can provide a more sustainable organizational framework by avoiding interruptions caused by political processes.

¹¹ LEDA: Local Economic Development Agency. See for example, the ILO report 'Local Economic Development Agencies: International Cooperation for Human Development, Democratic Economies and Poverty Reduction': (<http://www-ilo-mirror.cornell.edu/public/english/employment/led/download/adel.pdf>).

Caution should be used with an independent or semi-independent LED agency to ensure equitable representation of stakeholders with less of a political or economic profile (e.g. the poor) and to ensure good access to resources and policy decision-making. Public fora, stakeholder committees and city consultation meetings are common tools used to ensure broader participation.

Case Studies

Brazil: Economic Development Agency of the ABC Region

Established in 1998, the Economic Development Agency of the ABC Region is an example of a regional non-governmental agency with a mission to unify efforts from public and private institutions to promote sustainable economic development. The ABC Agency represents seven local governments and includes petrochemical industries, labor unions and educational institutions of the ABC metropolitan region. It has a number of associated organizations such as various chambers of commerce and SEBRAE-Brazilian Micro and Small Business Support Service. www.agenciagabc.com.br

Netherlands: Development Corporation of Rotterdam

In the Netherlands, development corporations are a commonly used municipal approach to stimulating economic development, the development of industrial areas, office locations and housing. The Development Corporation of Rotterdam (OBR), acting as guide and business partner, offers experienced staff to advise new or expanding businesses on their activities and operations in Rotterdam. The service and assistance varies from finding office or warehouse space, housing and introductions to the Chamber of Commerce (for company registration and trade information), to temporary employment agencies and specialists in the field of logistics, international banking, tax and company law. www.obr.rotterdam.nl

Table 1.6: Local Economic Development Agency Case Studies

Stage Two: Local Economy Assessment

Stage 2: Local Economy Assessment

Step 1: Undertake Review of Regulations and Procedures that Affect Businesses in City Hall.

Step 2: Identify the Types of Data to be Collected.

Step 3: Undertake an Audit of Available Data and Gap Analysis, and Gather Data.

Step 4: Develop a Plan to Fill Information Gaps.

Step 5: Analyze Data and Produce an Assessment of the Local Economy From Available Data.

Knowing and understanding the characteristics of the local economy is crucial to help the stakeholders strategize for the future, and make the best possible program and project choices. The community should therefore be as informed as possible about its own town, city or region, and its role in the regional, national and international economy. The analytical boundaries of the local economy assessment should not be limited by an administrative jurisdiction such as a municipal boundary, but rather by the economic relationships in a geographic area such as a metropolitan region, travel-to-work area, or a city and its rural hinterland.

Step 1: Undertake Review of City Hall Procedures that affect Businesses

One of the most effective local economic development activities that a municipality can undertake is to improve the processes and procedures to which businesses are subjected to by the municipality. An initial assessment is therefore needed. This assessment should review all aspects of a municipality's contact and interaction with businesses. Issues that should be reviewed include not only business registration and taxation issues but also how business customers interact with municipal staff, and the responsiveness of municipal staff to business concerns and requests.

Good practice shows that businesses can benefit quickly from streamlined procedures in a municipality. This could be through, for example, simplifying planning and environmental regulations. In many cases (see table 2.1) these procedures are complicated, time consuming, costly, and involve many different government agencies. This usually creates disincentives for business development, encourages entrepreneurs to work illegally and facilitates corruption. All these factors severely hinder the creation of a positive local business enabling environment.

The first step to assessing the business enabling environment is to undertake a review of every department in the municipality, identify the rules, procedures and regulations that govern businesses, and determine how these are managed in terms of efficiency, effectiveness, transparency and accountability. Whilst this internal review is being conducted, businesses should be engaged in the LED process

through business surveys and focus groups to establish business concerns¹². The informal sector should be encouraged to be engaged in this process to understand the constraints to, and opportunities for, their formal inclusion in the LED process. The informal sector requires approaches different from those used in involving the formal sector, for example, conducting street corner meetings and speaking to informal economy trader groups¹³.

A local business enabling environment survey will ideally take the form of structured questionnaires and should aim to achieve several outcomes¹⁴. They should seek to:

- find out about individual businesses, how long they have been established, number of employees, skills, products produced, exports and supply chain information;
- establish what the business community thinks are the major strengths, weaknesses, opportunities and threats that face the area;
- establish the types of problems that are faced by businesses when dealing with municipalities and other tiers of government;
- enquire as to what needs businesses have, what ideas they can bring to the LED agenda; and,
- establish contact with local businesses to ensure that an ongoing business relationship is formed with the LED team.

This work should be undertaken with the understanding that it is a two way process and that business should benefit from taking part in such a survey. While businesses provide and share information and ideas, their ideas and concerns should be listened to and if at all possible, acted upon. Formal and informal sector stakeholders must feel safe from legal action and exposure when providing information.



Once this information is gathered, an action plan should be developed to address key issues. This is likely to be a large task and good practice suggests that it should be started early. As it is a task that involves many departments, it is important to encourage early inter-departmental cooperation. Once the municipal team begins to make improvements in the local business enabling environment, they will be in a stronger position to promote similar business enabling environment improvements at other levels of government. The aim of this work is not to have no regulations, but good regulations.



¹² See, for example, the World Bank LED Local Business Enabling Environment Survey, attached, available on the World Bank LED Web site at <http://www.worldbank.org/urban/led/>

¹³ See for example, 'Decent Work and the Informal Economy' Report VI Submitted to the 90th Session of International Labour Conference, Geneva, June 2002, Chapter V, available at: <http://www.ilo.org/public/english/bureau/integration/informal/publicat.htm>.

¹⁴ An example of a simple Local Business Enabling Environment survey may be found in the sample documents part of the Resource Section of this publication. The main purpose is not to find out too much about businesses, but rather how business people think about the environment in which they operate, its strengths, weaknesses and so on.

EXAMPLE OF A 'START A BUSINESS' REGULATION ASSESSMENT			
PROCEDURES	NUMBER	TIME (NUMBER OF DAYS)	COST (US\$)
Check company name	1	5	5
Pay registration fees	2	2	0
Register in the Commercial Board	3	3	15
Register for federal tax	4	10	0
Register for state tax	5	7	0
Authorization to print receipts from state	6	5	5
Register with the Municipal Taxpayers' Registry	7	2	0
Pay fee to the Municipal Taxpayers' Registry	8	1	120
Authorization to print receipts from Municipal Tax Authority	9	10	0
Obtain company invoices	10	5	180
Apply for operational license	11	90	0
Receive inspection from the Municipal Authorities	12	15	0
Open an account to deposit social security contribution	13	10	0
Register employees in the social security	14	5	0
Notify the Ministry of Labor	15	15	0
Total	15	185	320

Table 2.1: Example of a 'Start a Business' Regulation Assessment

Business Enabling Environment Resource Tool
<p>Doing Business in 2004: Understanding Regulation is the first in a series of annual reports by the World Bank Group presenting new quantitative indicators on the performance of business regulations that can be compared across more than 130 countries, and over time. The report provides useful information on methodologies to assess regulations affecting business development and a Web based question and answer service: http://rru.worldbank.org/doingbusiness/</p>

Table 2.2: Business Enabling Environment Resource Tool

Step 2: Identify the Types of Data to be Collected

When deciding on which data sets to collect as part of the data collection exercise, a number of factors should be considered:

- the level and detail of existing information that can be used;
- the ease with which new information can be collected;
- the cost of collecting such information in both time and resources;
- the ability to analyze and translate the information into a meaningful LED strategy once collected; and,
- the practical application (usefulness and validity) of the information.

LED data can be used to inform public officials as well as build public awareness and support for LED goals and activities. It can often be difficult to stimulate interest in LED activity without having specific data to generate interest.

LED INFORMATION

Types of information and reasons why such information should be collected and analyzed for a local economy assessment:

DEMOGRAPHIC INFORMATION

- Information about the people in a community provides a basis for understanding the demographic profile of the locality, its social needs, and current and future trends.
- A breakdown of demographic information will provide a more detailed understanding of the factors associated with the local economy (e.g. gender issues, employment profile, education characteristics, availability of human resources and skills).
- Knowing the demographic characteristics of a community will contribute to a baseline¹⁵ understanding of the impact of LED programs and projects, particularly for monitoring and evaluation purposes, and for measuring the ‘added value,’¹⁶ of a specific LED program and project.

ECONOMIC INFORMATION

- This information will provide an understanding of the structure, characteristics and nature of the local economy.
- The breakdown of local economic information by industrial sector can provide an insight into how the local economy is performing, is interlinked, which sectors are prospering, which are declining, where business development opportunities exist, and the aggregate value of local productive chains.
- Collecting labor market information can provide a workforce profile that highlights skills levels, shortages, skills in decline and LED trends. It can be used to identify labor market deficiencies, barriers to labor market entry and employment take-up and potential workforce programs, as well as identify industrial sectors that can be assisted and encouraged to locate in the area. It can identify specific groups of people that are unemployed which will help direct what LED actions are necessary.
- Understanding the nature and extent of the informal sector economy is fundamental to understanding how the local economy really functions. It is important to know how the informal sector contributes to, and operates with, the formal sector, and how to support and raise the productive qualities of these activities.

¹⁵ A starting point.

¹⁶ ‘Added value’ is a way of demonstrating that a project has an impact beyond that which would have occurred anyway.

BUSINESS ENABLING ENVIRONMENT INFORMATION

- Information on the business enabling environment provides an understanding of how municipal government actions and activities help to support or hinder businesses in the formal and informal sectors.
- It provides an understanding of the reasons for business success and failure; the types of businesses that exist or have located in the area and the reasons why; whether businesses view the municipality as being supportive of the local business community; the range and number of agencies that support SME and business development, the effectiveness of these organizations in supporting new businesses and business development; the state of labor relations; which programs exist; the range of local regulations that impact businesses and the costs of doing business (many investment decisions are based on the costs of doing business at the local level and in some municipalities, the time and cost to open a new business might be higher than others).
- Initiating a business enabling environment survey can help to determine satisfaction by, and opinions of, local businesses, helping to guide the municipality to improve the actions and activities that impact the business enabling environment.

HARD INFRASTRUCTURE

- This will provide information about the status of transportation, telecommunications, gas, water, electricity and wastewater provision. Such data can highlight current and future infrastructure deficiencies and needs and helps to prioritize investments in infrastructure for local economic development.

REGIONAL, NATIONAL AND INTERNATIONAL INFORMATION

- Examining information about the regional, national and international economy helps to identify new markets and opportunities for business development (i.e., export activities, flows of remittances, sectoral linkages, promotion of tourism).
- By understanding these economic linkages, it is also possible to identify those activities that need to be strengthened to capture value that is realized outside the local economy. This will increase the money circulating in the local economy, help to create jobs and develop businesses (e.g. inhabitants spend their money in shops in other cities because they are not able to find products locally).
- Some cities, particularly big cities and export zones, have strong ties with regions in other countries. Others might have strong ties with towns, cities and secondary cities. It is important therefore to understand how to take full advantage of the increasing connectivity between places, companies and people, strengthening regional and international markets for local economic cooperation.

Table 2.3 shows examples of the types of information that can be collected in each of the categories.

LOCAL ECONOMIC DEVELOPMENT INFORMATION	
Demographic	<p>Population by size, age, growth rate, projected growth rate, household size etc.</p> <p>Employees by industrial activity (regionally and nationally, and changes over time).</p> <p>Age structure and occupation breakdown of employed and unemployed.</p> <p>Average gross weekly earnings by gender and full/part-time employment.</p> <p>Numbers and other information on people and activities in the informal sector.</p> <p>Numbers and types of schools, teachers (full-time equivalent) and class sizes.</p> <p>Further and higher education establishments by type and numbers attending.</p> <p>Educational attainment levels by numbers and types - compare nationally.</p> <p>Training numbers, types, age groups of technically qualified individuals and those going through training; assessment of skill, occupational shortages, oversupply.</p>
Economic	<p>Number and size of firms by sectors; numbers of full-time equivalent employees.</p> <p>Number and type of recent firm closures by size, sector and date.</p> <p>Number of inward investments, foreign and domestic by employee size, sector, date.</p> <p>Number of new business start-ups, by size, sector, activity, export, company size.</p> <p>Rental, purchase costs for vacant industrial and service sector units, by size.</p> <p>Vacancy rates of industrial and commercial space by size, location, absorption rates.</p> <p>Port, airport, rail cargo, passenger statistics; number of informal businesses.</p>
Business Environment	<p>Extent of 'red tape' and the ease of getting through red tape.</p> <p>Existence of supporting business networks, such as Chambers of Commerce.</p> <p>Local authority economic development support - services offered or subsidized.</p> <p>Local government capacity to carry out economic development; access to funding.</p>
Hard Infrastructure	<p>Condition of water, electricity and wastewater provision in areas of economic activity.</p> <p>Assessment of provision of land, real estate, office space for economic activities.</p> <p>Availability and quality of road and other transport modalities to nearest major markets.</p> <p>What neighboring cities are doing in terms of their local economic development.</p> <p>How neighboring towns and cities are competing.</p> <p>How they are, or could, collaborate.</p> <p>What is happening at the national level.</p>
Regional and National	<p>Opportunities available through the national government.</p> <p>Major international/global trends that may impact on the local area.</p> <p>Opportunities and threats presented by regional government.</p>

Table 2.3: Local Economic Development Information

Step 3: Undertake an Audit of Available Data and Gap Analysis, and Gather Data

Conducting a local economy assessment involves collecting strategically important information and then analyzing it. A preliminary assessment should determine available quantitative and qualitative information on the sources, structures and trends in production and employment, skills, and other LED resources, and identify gaps in information. A thorough local economy assessment fills in the gaps of information highlighted by the preliminary assessment, and provides the foundation for successful LED strategy development. This information should point towards projects and programs that will strengthen the economic base of the local area. Data collection is a first step to conducting a local economy assessment, and several analytical tools are available for this purpose. A well-known method is the SWOT analysis (strengths, weaknesses, opportunities, threats), which is used to assess a local area's economic competitiveness¹⁷ (see Table 2.4).

The assessment should identify public, business and non-governmental resources and institutional capabilities, as well as collect and analyze new or existing quantitative and qualitative information. It is important to establish an effective knowledge management system for organizing the data generated, and for future use in monitoring, evaluation and dissemination.

Data collection should be well planned as it can be costly and time-consuming. A thorough approach to quantitative data collection could consume the entire LED budget, and successful cities are often strategic and innovative about the types and quality of information collected and the methodologies used to collect it. When collecting information, it is necessary to consider how the information will be used, its relevance, and its applicability to the Local Economy Assessment.

Table 2.4: Collecting Data

Both **quantitative** and **qualitative** data is needed. Relying solely on quantitative information can hide important facts about the local economy and thus hinder LED and business development. Qualitative methods such as focus groups and surveys with chambers of commerce, business association members, businesses and public sector leaders are important techniques to make an assessment of the local economy using the views of key beneficiaries. This is often a cost-effective means of collecting information, especially where economic data is not readily available at the local level.

Engaging stakeholder representatives in an advisory group to oversee or guide the gathering and analysis of data can generate stakeholder support throughout the program. It also builds stakeholder trust. Sharing progress and stimulating debate on information gathered is part of the process of developing a shared vision. While this process is often difficult and time consuming, a shared vision and agreement among all stakeholders can only be achieved if all stakeholders are involved in developing the vision from the outset.

¹⁷ See for example, the SWOT analysis presented in the profile of the Ballymena Borough Council Local Economic Development Program 2000-2006, 'Building Sustainable Prosperity'.

<http://www.ballymena.gov.uk/downloads/econ%20dev%20strategy.pdf>

Step 4: Develop a Plan to Fill Information Gaps

In seeking information that is either unavailable or non-existent and filling information gaps, it is necessary to establish an interdepartmental team to undertake an audit of the legal, financial and regulatory environment that affects businesses. A key element of establishing and contrasting the relative guidelines and procedures for business development in a local economy is to undertake a business attitude survey. Such surveys will ideally take the form of structured questionnaires and should aim to achieve several outcomes. They should seek to:

- find out about individual businesses, how long they have been established, number of employees, skills, products produced, exports and supply chain information;
- establish what the business community thinks are the major strengths, weaknesses, opportunities and threats that face the area;
- establish the types of problems that are faced by businesses when dealing with municipalities and other tiers of government;
- enquire as to what needs businesses have, what ideas they can bring to the LED agenda; and,
- establish contact with local businesses to ensure that an ongoing business relationship is formed with the LED team.

This work should be undertaken with the understanding that it is a two way process and that business should benefit from taking part in such a survey. While businesses provide and share information and ideas, their ideas and concerns should be listened to and if at all possible, acted upon. Formal and informal sector stakeholders must feel safe from legal action and exposure when providing information.

Focus groups can be helpful to crosscheck information from surveys and deepen the analysis. For example, such analysis could highlight that businesses owners and managers are experiencing a shortage of suitably qualified workers in a particular vocational skill. In such a case, it would be appropriate to establish a skills needs focus group including key businesses, the LED team and the local providers of vocational and higher education.

INSTITUTIONAL ASSESSMENT

One of the major factors that will determine the local economic development effort is the **quality of local institutions**. This is valid not only for municipal government institutions such as those responsible for providing service and regulating the local economy, but also for private and non-governmental institutions. It is increasingly important to assess the capacity, performance and governance of the key institutions in the local economic development process so as to put in place the appropriate measures to improve their ability to deliver LED. This process is known as the “institutional assessment” (see Table 2.5).

There are different types of institutional assessment. These include a comprehensive approach that examines all the internal and external factors that can strengthen institutional capabilities, to problem-solving approaches which focus on understanding how to improve the institutional response to specific performance-based problems. An institutional assessment can be carried out by external experts or as an internal collaborative effort. Experienced outside consultants can be hired when there is no in-house knowledge or staff availability, or when it is necessary to have an independent audit of the organization to avoid biased conclusions and conflicts of interest. Those external consultants will analyze the internal and external institutional environment and produce their own conclusions.

Institutional Assessment Tool

UNCHS: Manual for Collaborative Organizational Assessment in Human Settlement Organizations: The manual is designed specifically for analyzing the effectiveness and efficiency of day-to-day performance in agencies and authorities responsible for providing public goods and services. The manual proposes a collaborative approach to institutional assessment.
<http://www.unchs.org/unchs1/lm/word/books/collaborativeorg.do>

Table 2.5: Institutional Assessment Tool

In a ‘**collaborative institutional assessment**’, there is a continuous involvement of those that are going to be assessed in the design, gathering of information and review of findings. The role of external experts is mainly to guide and facilitate. Conclusions are generated from the employees themselves. Experience shows that this approach helps to internalize the importance given to the assessment, and increase accuracy and effectiveness of the assessment as the employees of the organizations have more confidence in the process as a whole. Because of the characteristics of this approach, employees are often more supportive of the institutional changes suggested by the results of this form of assessment. It can substantially reduce the costs of the assessment as employees undertake the majority of the work without the need for a large contingent of expensive consultants from outside the organization. In general, a collaborative institutional assessment will follow the following phases:

PLANNING INSTITUTIONAL ASSESSMENT		
Phase		Actions
Phase 1	Design and agreement of the assessment process	An assessment team is created to jointly design and build consensus regarding how the organization will be assessed.
Phase 2	Information gathering	An assessment of the quality of the products and services is carried out through interviews and group discussions with the employees, supervisors and managers. Employees assess not only their own unit, but also the units that provide other types of internal services. A second assessment is carried out with the 'clients' of the organization to measure the satisfaction of the services/products provided. This is normally done using questionnaires and interviews with sample customers.
Phase 3	Analysis of information	The results are initially given ratings of either "satisfactory" or "improvement needed". The results are then discussed with the assessment team and within each unit.
Phase 4	Formulation of improvement measures	Each unit should discuss what measures can be taken to improve the level of internal and external satisfaction. The assessment team then analyzes the proposals.
Phase 5	Reporting	The assessment team prepares a report summarizing the process and results from the institutional assessment with detailed and feasible action plans proposing how to improve the institution's efficiency and effectiveness.

Table 2.6: *Planning an Institutional Assessment*

Step 5: Analyze Data and Produce An Assessment of the Local Economy

ANALYSIS OF THE INFORMATION

The information collected provides the basis for an assessment of the community's economic situation. Ideally this will be undertaken with the help of an experienced LED expert or similar professional and should, most importantly, involve stakeholder input through the establishment of a core advisory team consisting of representatives (ideally not more than six) of various stakeholder groups. This advisory team should guide and debate findings with the consultant, and will play a key role in sharing the findings with wider audiences of stakeholders. It should also begin to point to the programs and projects that are (i.) required and (ii.) possible.

Various tools can be used to analyze the information. One of these is the SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. The SWOT analysis is a widely used tool in strategic planning that seeks to organize the internal and external factors that contribute to, or hinder, development.

A SWOT analysis of the economic conditions in the community will focus on the strengths, weaknesses, opportunities and threats to the economy. It will assist in pointing out what the focus of a strategy should be (see Table 2.7). Ideally each component of the SWOT should be prioritized, even if done informally. Remember to include an analysis of the data that has been analysed, the local business enabling environment survey results, the institutional assessment inside City Hall as well as any comments from consultations that have been gathered.

The SWOT analysis is a good tool for compiling the different assessments of a local economy in order to formulate strategies that take advantage of a local economy's strengths and opportunities, and to minimize threats to, and weaknesses of, that economy. It is therefore important to prioritize those issues that can be addressed by the local actors and those issues that are beyond local control (i.e., exchange rates).

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1. Favorable geographic position with good road and railway connections, located on the main regional highway. 2. Access to two major border crossings, with 65% of all imported goods for the territory passing through these crossings. 3. Area is rich with raw materials that are used in construction industries. 4. Young and trained population (majority of population is under 30 years of age with a substantial number of professional high school graduates). 5. Geographic and climatic conditions suitable for the development of mountain tourism and farming (two rivers provide sufficient supply of water). 6. Good relationship between public sector and the private sector. 7. Area has a large number of small and profitable local engineering and metalworking businesses. 	<ol style="list-style-type: none"> 1. Growing number of illegally constructed buildings as a result of a lack of an urban development planning system, which will cause major difficulties in allocation of the industrial zone, and availability of industrial land. 2. Insufficient municipal budget and capacity to support the emerging private sector. 3. An unfavorable environment for investment. 4. Weak hard infrastructure and unreliable water, sewage and power supply. 5. Insufficient irrigation system to cover arable land. 6. Lack of business support measures for local farmers.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1. Large diaspora providing opportunities to attract investment capital and returnees from abroad. 2. Growing interest of foreign companies for investments in the local private sector. 3. Rehabilitation of several previously closed local factories by foreign companies. 4. Sufficient supply of water to facilitate the establishment of an inexpensive irrigation system. 5. Cross-border cooperation and potential declaration of the municipality as a free trade zone. 6. Sector development of engineering and metalworking businesses. 	<ol style="list-style-type: none"> 1. Unwillingness to work in partnership with other local governments. 2. Barriers to local business development due to the high duties and taxation system. 3. Inability to agree on a legal and regulatory framework in the trade and business sectors. 4. Slow privatization process which results in continuous deterioration of former state owned enterprises. 5. Lack of banks and legal credit for farmers and other local producers and businesses.

Table 2.7: Example of a SWOT Analysis

Stage Three: Strategy Making

Stage 3: Strategy Making

Step 1: Create a Vision: An agreed stakeholders' consensus on the preferred economic future of the community.

Step 2: Develop Goals: Identify key priority areas of action to meet vision; specify desired outcomes of the LED planning process.

Step 3: Develop Objectives: Set performance standards and targets for development; they are time bound and measurable.

Step 4: Develop Programs: Define and group together similar projects that collectively achieve particular objectives. And,

Step 5: Select Projects: Implement specific program components; they are prioritized, costed, time bound and measurable.

Step 1: Creating a Vision

The vision should be a description of the stakeholders' preferred economic future for the community, that is, where the city, town or community wishes to be in the future (usually three, five or eight years). While the vision may not be fully achievable, it does give the community a clear sense of direction. 'Visioning' (the process of creating a vision) has to be both imaginative and realistic. The vision should draw on, and reflect, key issues highlighted in the local economy assessment. It is on the basis of the vision that goals, objectives, programs and project action plans will be developed. A vision should be developed and agreed by all stakeholders. Only with such stakeholder "ownership" will the vision act as a strategy guide, steering the actions of the different stakeholders in the same direction. Many cities undertake city consultation meetings to present the results of the local economy assessment and create a vision (see Table 3.1).



"By 2010, this city will have a dynamic, business-oriented government and be characterized by an attractive business enabling environment that provides the basis for a wide range of entrepreneurial and employment opportunities."

Table 3.1: Example of an LED 'Vision'

Step 2: Developing Goals

Goals point to specific outcomes the community seeks to achieve. Goals are much more descriptive and concrete than a vision statement, and should be directly related to the findings from the local economy assessment. Good practice indicates that in selecting goals, a manageable number is usually no more than six¹⁸.

Goal 1: To transform municipal government so that it is responsive to business customer needs.

Goal 2: To enable the appropriate provision of business services and conditions to support the development and expansion of new and expanding businesses.

Table 3.2: Examples of LED Goals

¹⁸ See for example, the goals contained in the LED Strategy of Kaçanik Municipality, Kosovo <http://www.komuna-kacanik.org/en/strategy/>.

Step 3: Developing Objectives

Objectives are even more specific. They should be time bound and measurable. The aim is to take advantage of strengths, overcome weaknesses, exploit opportunities and deal with threats identified during the local economy assessment. A widely accepted way to formulate objectives is to check whether they are SMART:

SMART Objectives	
Specific:	Does the object address a specific issue?
Measurable:	Is it possible to measure the impact when the objective is achieved?
Attainable:	Is it an objective that can be achieved?
Realist:	Will there be the sufficient resources to achieve the objectives?
Time bound:	Is it clear how long it will take to achieve the objective? Is this timeframe realistic?

Table 3.3: SMART Objectives

The objective takes each goal and breaks it down into separate components.

Goal 1:	To transform municipal government so that it is responsive to business customer needs.
Objective 1:	By 2006, to improve business processes, liaison and services so that business surveys indicate a 90% satisfaction rating for all interactions with the municipality.
Goal 2:	To enable the appropriate provision of business services and conditions to support the development and expansion of new and expanding businesses.
Objective 2:	By 2006, to ensure, through business attitude surveys, that the local business enabling environment is considered greatly improved by 80% of businesses.

Table 3.4: Example of LED Goals with Objectives

Step 4: Developing Programs

Having completed the local economy assessment and determined a vision, goals and objectives, a community will need to decide upon the key programs that will become the core of its strategy. Many options are in use by communities today, and the program options provided overleaf are typical core choices. The programs discussed here cover practically all possible LED interventions, and as communities become more sophisticated, so will the programs and projects that they develop. Although there are many options described here, clearly programs and project selection must be limited according to needs and resources.

Considering the level of hard and soft infrastructure provision will be important both to ensure that an appropriate strategy including relevant programs is developed. For example, a community with little land allocated and appropriate for industry to use would do well to focus on ensuring an appropriate supply of serviceable

land prior to selecting a program to attract foreign direct investment. Where basic infrastructure is limited, programs that assist the municipal government to put in place infrastructure cost-recovery schemes and private infrastructure provision can be a good starting point.

Programs that seek to attract foreign direct investment should be considered at length and progressed with caution. Good practice shows that much of the effort put into foreign direct investment is wasted unless well researched and focused. Numerous examples exist of inward investment projects that have collapsed locally as a result of changes in national and international economic and financial markets.¹⁹

In selecting LED programs, communities have a range of both problems and opportunities to tackle, and selectivity and focus, though hard to achieve, are a priority. One of the most effective ways of facilitating job creation is to develop LED programs that improve the local business enabling environment and support the development of micro, small and medium sized businesses.²⁰ Thereafter, the selection will be dependent upon the results of the local economy assessment. Communities that have suffered from the closure of a major traditional industry will need to consider the appropriateness of developing a regeneration program based on the affected industry or a particularly affected district of the town or city.

Another good practice is that programs should be undertaken where clear champions are committed to being involved in leading them. Project champions may come from local government, the private sector, community or other sectors (e.g. research or educational institution).

Ideally, the number of program areas should be limited to six areas or less, depending on the human and financial resources available. This will ensure that the effort of the LED team is not overstretched. It will also force decision makers to focus on priorities.

¹⁹ See for example, the report 'Inward Investment in the North of England: Out of Control?' by Keith Burge, Economic Research Services Ltd <http://www.ncl.ac.uk/~ncurds/ideas/burge.htm>.

²⁰ See for example, CARE's Local Economic Analysis to Promote Market Driven Enterprise (LEAP) program http://www.careinternational.org.uk/cgi-bin/display_project_printable.cgi?project_id=69.

Program Option 1: Improving the Local Business Investment Climate

To improve the local business investment climate, an assessment of the local business enabling environment can be undertaken to determine the performance and effectiveness of the municipality in those aspects of the investment climate that it has control over. The municipality should aim to become responsive to the needs of business and put in place, procedures and regulations that improve the functioning of local businesses. In doing so, the municipality should include projects that simplify burdensome and bureaucratic procedures and rules of starting, owning, operating and managing a business. Such projects should be publicly accountable and transparent, and be initiated in conjunction and collaboration with local businesses and local business associations. Projects can include:

Land, Property and Development Planning:

Ensuring that an effectively legislated land titling and property registration system is in place allows businesses to make informed judgements and decisions on site location and expansion, property ownership and investment, and future business planning. Review of, and improvements to, the operation of planning, zoning and development control systems can facilitate property development and regeneration, and can speed up the implementation agreements and construction programs.

Infrastructure Provision and Maintenance:

Facilitating and ensuring the supply and maintenance of hard infrastructure including electricity and gas, water and sewage, waste collection and telecommunications is a key task of municipal government. Municipalities can undertake an audit of existing service provision and future requirements, and put into effect programs and projects to ensure that such infrastructure is provided to the standard and quality necessary to maintain and improve the local business investment climate.

Business Registration and Licensing:

Ensuring that an effectively legislated and transparent business registration and licensing system is in place enables businesses to plan and expand in the knowledge that these issues are constant, and are not dependent on personal favoritism, patronage, corruption and informal business connections. Having a local taxation and fiscal system that is publicly accountable and demonstrably efficient, and that has a tax rate and collection system that is effective and equitable will encourage businesses to respect and abide by procedural rules.

Encouraging Local Business Standards:

Initiating and encouraging local business standards can serve to raise the level of business practice and procedures accepted in a municipality. Respect and acceptance of workplace standards for health and safety, together with the recognition of social and environmental standards and responsibilities, can ensure a business environment in which all businesses operate at an accepted level. Such programs can include working time regulations and programs for HIV/AIDS, and can lead to more consistent and effective business and labor market activity.

Internal Operations and Procedures:

Municipalities can initiate programs that improve the workings of internal operations and procedures. These can include the passing of by-laws that are favorable to business development while at the same time maintaining good municipal standards. These might include the creation of a public announcement and business consultation system for all new procedures considered by the municipality, a review of the user-friendliness of the municipality, and how inquiries from businesses are received and dealt with by the municipality. New systems can be developed to provide a directory of named individuals within a municipality for each of the municipal departments that impact business development and planning. Programs could highlight the business activities of a municipality through accessible and transparent information on municipal decision making, thereby removing the possibility of nepotism.

Investment Promotion and Marketing:

Municipalities can considerably improve the local business investment climate by devising and effectively implementing a marketing and promotional strategy to encourage investment in the municipality.

Table 3.5: Program Option 1: Improving the Local Business Investment Climate

Program Option 2: Investment in Hard Strategic Infrastructure

Investment in hard infrastructure involves investing in improving the physical environment for businesses, thereby making it more attractive for business retention, expansion and recruitment. Possible projects include:

- building or improving key access roads;
- improving the railway for passenger and freight services;
- developing, improving and/or expanding the local airport;
- developing, improving and/or expanding the local port;
- developing, improving and/or expanding industrial sites and buildings; this could include anything from planting trees, to comprehensive landscaping, to building an entire new science park;
- increasing the availability of industrial and potable water;
- improving and/or expanding the sewerage disposal system;
- improving and expanding the telecommunications systems;
- improving and expanding the energy systems;
- environmental enhancements;
- crime prevention equipment installation.

These projects all require considerable financial commitment and investment and should, where possible, involve external agencies, regional and national government departments and the private sector. Competing demand for hard infrastructure investment is always hard to prioritize, especially where there are massive poverty issues facing communities .

However, an LED strategy can help a municipality prioritize infrastructure investments according to need, potential for cost-recovery and opportunities for leveraging additional resources. They can also provide an opportunity to identify possible public-private partnerships in the provision of infrastructure and related maintenance.

Table 3.6: Program Option 2: Investment in Hard Strategic Infrastructure

Program Option 3: Investment in Sites and Premises for Business

Investment in sites and premises for business involves improving the physical environment to make it more attractive for businesses, thereby increasing the likelihood of business retention, expansion and recruitment. Possible projects include:

Derelict site reclamation programs:

Many traditional industries were housed on large sites. They occupied large buildings and frequently, considerable contamination of the sites has occurred. As a first step in most regeneration programs, major issues such as contamination will need to be addressed. Decisions will need to be made on whether buildings can be effectively reused cost efficiently, how much contamination needs to be cleared, and what after-use programs need to be established. None of this is easy or cheap. A contaminated site, besides being a danger to local communities, is never likely to be bought by a reputable employer. A comprehensive brownfield reclamation program needs to be established within the LED strategy when this is an issue. This could include an initial survey of sites, identification of the severity of pollution, identification of ownership, prioritization of reclamation, sourcing funds for the reclamation effort, development of after-use programs, and the instalment of regulatory systems that encourage reclamation.

Adaptation of disused buildings:

In some instances, redundant buildings will be able to be adapted for further use such as managed workspaces, which can be owned by the public or private sector. Some buildings may be subdivided to create smaller workspaces. Often, historic buildings are hard to regenerate but this should not stop efforts to save all buildings of historic or architectural importance.

Industrial and commercial site preparation:

In most regeneration programs there will be a need to develop some land for incoming and expanding businesses. To accommodate these most effectively, it is better to have some sites serviced with basic infrastructure at the outset, if possible. There should at least be some assessment of the likely costs and timescales involved in installing basic infrastructure. There is significant expenditure involved with this, and partnerships with the private sector are ideal.

Upgrading out-of-date or abandoned industrial premises:

Regeneration strategies are targeted at communities that have normally suffered from structural adjustment and change, such as a major industry closing, a rural area in decline, or a town center suffering from neglect and crime.

Developing industrial estates, business parks or science parks:

This type of activity is normally undertaken by the private sector. However, municipalities can lead the way by establishing a demand for such a facility and encouraging an enabling environment within the municipality. Investing in servicing sites with water, electricity and sewerage is expensive, as is building speculative advance factory units where no tenant has been identified. Municipalities are therefore encouraged to seek private sector investment in this area.

Table 3.7: Program Option 3: Investment in Sites and Premises for Business

Program Option 4: Investment in Soft Infrastructure

Investment in soft infrastructure involves investing in improving the commercial environment for businesses. Possible projects include:

Enabling or providing skills training:

In communities where enterprise has not been a key priority, enterprise training could be targeted at various groups and linked to education programs in schools and colleges. The provision of skills training should be demand-led, that is, training should be provided in response to identified employer skills needs.

Providing increased business focused education and access to education:

The more schools can do to prepare young people for the 'world of work' the better. Projects could include: work ethics, information technology, basic entrepreneurship education and sector studies where students can study key business sectors of importance to their communities. If adult literacy is a major problem, it could be addressed through education and outreach strategies.

Supporting research and development:

Such support can be provided through collaborative projects between businesses and institutions of higher learning. A local research fund could be established or a graduate placement program initiated where new graduates pass on their skills to local businesses.

Providing business advisory services:

This service could start with one person who provides and suggests source of information on available business services e.g., to lenders, skills training, accountants and lawyers. Clear sign-posting is the key to good business advisory services. Good practice points to the creation of 'one-stop shops' as an effective way of providing technical and financial support. These are usually located in one building where local businesses may access all the technical support they need, including municipal legal and regulatory issues, as well as business issues. These services are often housed in buildings that have become redundant due to structural change, and a 'one-stop shop' facility may be used to house a business incubator or managed work or office space.

The provision of access to capital and finance:

At a basic level, this could be a sign-posting service providing information to businesses on all potential sources of finance. Municipalities rarely become involved in providing such advice as these services are provided by specialist institutions. However, municipalities can provide information on national programs in finance or similar areas.

Supporting the development of business and trade associations:

As a basic institution building exercise, this could bring considerable benefits to the business community and LED efforts. Ideally, all towns and cities should have a number of these organizations including Chamber of Commerce or Board of Trade. More specific groups can be supported such as town center promotion groups and groups supporting sector activities such as a tourism marketing group or an exporters club. Most are likely to need some initial seed-funding to start the scheme and some capacity building support.

Improving delivery of municipal services to businesses:

Businesses are not only drivers of the local economy but also consumers of municipal services and potential ambassadors. A contented business recipient of municipal services may well be able to attract more businesses to the area through networking efforts. All aspects of regulations, taxation and licensing are candidates for review without diminishing appropriate and necessary environmental standards.

Social inclusion strategies:

A primary aim should be to establish who and where the most vulnerable communities are located, and then develop strategies to include them in LED efforts. Such strategies could include language programs for minority communities, women entrepreneurship programs, recruitment strategies for disadvantaged groups, and the initiation of social activities for young and elderly citizens.

Crime prevention measures:

Introducing good citizenship classes into the school curriculum; initiating after-school activities to keep young people busy, and imposing curfews at night.

Table 3.8: Program Option 4: Investment in Soft Infrastructure

Program Option 5: Encouraging Local Business Growth

Most local economic growth is generated by small and medium-sized businesses that are already established in the community. Encouraging local business growth involves providing advice, support and resources to enable these existing local businesses to grow. These strategies are sometimes called business retention and expansion strategies. The range of initiatives to support local businesses is vast. Some can be expensive, but others are not. Some projects include:

Business retention visits and surveys:

Visits to, and surveys of, existing firms can be used to help identify problems and determine how the business is performing, from where it sources its supplies, and whether it is expanding. These visits can be used to encourage local businesses to source more inputs locally, identify skills needs, finance training and contribute to LED strategy development. An important role these visits can have is to identify factors that might forestall a business leaving the area.

Technical assistance to business:

This can include anything from broad based management and marketing programs, quality and environmental standards training and advice, to more specialized expert training or research and development support. The focus here should be on providing accredited, demand-led, technical assistance paid for on a fee-for-service basis if possible. Often these services are provided through one-stop business service centers and they are frequently provided by the private sector.

Financial advice and assistance:

One of the hardest issues for businesses is gaining access to mainstream sources of capital. An appropriate financial support program will be able to source advice and training on financial planning and how to gain access to capital and credit. In some cases, it may be possible to establish small grant or loan programs to encourage, for example, investment in modern technology. Care should be taken with these to ensure fairness, equity and transparency. Such programs are often provided at a national and/or state level rather than at a local level.

Public procurement policies and 'buy local' campaigns:

These are local, business friendly policies where the municipal government, public sector organizations and larger local businesses make their contracts more accessible to local companies. This can be achieved using fair-practice laws, and initiatives can include adjusting the size of contracts so that smaller companies may bid, encouraging and accepting bids from groups of local companies, holding procurement events for local businesses, and publishing local business competency directories. Facilitating more interaction between businesses (network facilitation) and supporting local supplier development programs with local industry association can also encourage local business development through changing procurement policies.

Provision of sites and premises:

Municipalities and regional governments are often significant owners of industrial and commercial land and property, and are in a strong position to use these resources to encourage business investment and expansion. A good understanding of the local property market should enable a municipality to plan for growth. Enabling infrastructure investments would have a resource implication, and rents and sales could provide a market return for the municipality. Private sector delivery or partnership should be examined to increase the possibility of financial leverage and ensure the best use of municipal resources.

Export Clubs:

Export Clubs allow businesses to share experiences, marketing efforts, information and training. They are often undertaken in the private sector and 'enabled' by the public sector. A program to help informal businesses establish legal operations and gain access to the corresponding benefits (e.g. support services, capital markets, training grants.) can unleash significant local sources of capital and fiscal revenues that otherwise remain hidden.

Table 3.9: Program Option 5: Encouraging Local Business Growth

Program Option 6: Encouraging New Enterprise

Encouraging new enterprises involves providing advice, technical support, information and resources to help individuals to set up their own businesses in the form of sole traders, partnerships, cooperatives or community enterprises. Projects include:

Provision of finance for new businesses:

Micro-enterprise financial support is key to enabling businesses to start up as they usually cannot access traditional lending and investment institutions. Micro-enterprise financing is a specialist area. Municipal governments normally become involved in these schemes by meeting with micro-enterprise institutions to assess the types of support needed and the appropriate method of collaboration. It is not usual for municipalities to be involved in micro-finance schemes as they generally do not have the skills and resources to do this. Their role is primarily to identify needs and encourage institutions and private sector players to intervene.

Provision of micro and managed workspace:

The provision of micro and managed workspaces to support new enterprises is one of the most effective ways to assist new businesses, especially when they offer as a service, technical and administrative support and mentoring programs. These facilities may be provided by the public or private sector.

Providing technical advice on business management:

In establishing a new business, the business owner should be able to understand finance, business planning, marketing, aspects of the law including employment, taxation, safety at work, environmental legislation and general business procedures. The provision of access to informal training and support in these areas meets a basic need and can be provided through 'one-stop shops' or independent advisers. As in most areas of technical assistance, it is usually better for the municipality to 'enable' the provision of these services rather than providing them directly. Charging for these services can be difficult and some agencies give a limited number of complimentary consultations and thereafter charge modest fees. Establishing 'one-stop shops' with access to market information is often extremely beneficial.

Supporting the establishment and implementation of formal and informal business networks:

People often learn from each other and networks can facilitate this learning. Active involvement in business networking is important for developing customer bases, acquiring intelligence for expanding businesses, and developing collaborative relationships with businesses in the same sector.

Conducting business mentoring programs:

Good practice suggests that by linking new and small business owners with established businesses, significant benefits can result for all parties. These need not be formal networks. In addition, informal networks of mentors and new businesses can create further benefits by developing supplier linkages and establishing a critical mass for specialist training.

Table 3.10: Program Option 6: Encouraging New Enterprise

Program Option 7: Promoting Inward Investment

Promoting inward investment aims to attract businesses to an area from elsewhere in the country or from outside the country. Attracting large manufacturing and service sector employers into communities is one of the most difficult, frustrating, and risky of all LED strategies. This is partly because there are far fewer investors than there are communities seeking to attract them, and many communities are prepared to offer excessive incentives to inward investors. Foreign direct investors often prefer greenfield, edge-of-town sites, and to accommodate these wishes, communities often override planning and zoning policies to attract the investment. This may bring with it considerable problems for future zoning and may contribute to urban sprawl and transportation problems. Careful consideration should be given to the full costs and longevity of benefits of attracting inward investors. In selecting a site for business location, an inward investor seeks:

- a stable macro-economic climate;
- a stable political and regulatory environment;
- market access and open competition;
- a welcoming environment;
- available sites and premises;
- appropriate, available and reliable utilities and transportation;
- available skilled workforce;
- available local suppliers and resources;
- appropriate education, training and research facilities;
- a good quality of life, especially when bringing ex-patriots;
- manageable regulation and taxation systems;
- incentive schemes.

The benefits when success is achieved can be significant. In addition to direct employment, an increase in the tax base and indirect employment, there are potential gains for the local community through up-skilling of the workforce, increases in wages, and opportunities for local SMEs to supply and buy from these investors. Inward investment strategies are likely to be successful when:

- they are a component of a broader LED strategy;
- the community has the appropriate hard and soft infrastructure in place or available to support the likely investments;
- targeted investments fit the competitive advantage of the receiving community (normally a sector/cluster approach is likely to be most successful);
- marketing strategies are carefully prepared, budgets are appropriate and follow up procedures are in place;
- incentive programs are considered, varied and not excessive;
- staff involved in attracting strategic investors have an understanding of investment needs and what their community has to offer;
- opportunities for local businesses are optimized through careful 'aftercare' programs. This means that when a new investor is attracted to a community, every opportunity is taken to encourage the investor to source his/her supplies locally, enabling supply chain advantages to be exploited locally. This is most successfully achieved through developing an investor aftercare program. Such programs are aimed at ensuring that investors are happy and that they are given every opportunity to source their inputs from the local community.

Table 3.11: Program Option 7: Promoting Inward Investment

Program Option 8: Sector (and business cluster) Development

Cluster development is an approach that concentrates on encouraging and supporting inter-firm collaboration, institutional development and targeted industrial sectors. These are sophisticated LED strategies and should only be undertaken following in-depth research. The sectors are targeted at those that offer the most potential for local economic development. Where the local economy has existing clusters, this may provide a more targeted approach to improving economic development activity by leveraging resources in the direction of greatest potential return. These cluster strategies are undertaken within a broader LED strategy that would normally include the standard approaches. Possible projects include:

Developing broker and network agencies:

Special attention is paid to encouraging local people engaged in the same cluster to meet together to enable business development opportunities. These could include encouraging local fishermen and fish processors to meet and exchange ideas on improving facilities and adding more value to their products so they would all benefit. Another example could be to start a craft network that could jointly market their goods and start inter-trading with each other, building synergies.

Supporting joint research:

Institutions of higher learning can undertake research that benefit all in the cluster. One example of this would be to undertake research on minimizing losses from post-harvest losses of agricultural products.

Developing cluster-focused public procurement and local purchasing agreements:

The public sector is often the largest purchaser of goods and services in a city and as such there are opportunities to enable the local businesses community to access the tender processes more easily. It is often difficult for small businesses to bid for large government contracts. A cluster initiative could, for example, include the development of a food supplier network to supply government catering needs. A logical cluster development initiative would encourage suppliers of basic food products to enter into some form of food processing. Cluster development activities could then focus on transportation, storage and packaging of food products. It is then likely that businesses could start retailing and producing processed foods for the private sector.

Providing cluster specific information:

One of the most effective ways of developing a cluster is to gather information about businesses and institutional support systems in the cluster and then produce a document so that it can be shared. Thereafter, with a small amount of effort, supplier linkages can be developed. These programs do not need to be sophisticated.

Developing cluster related marketing efforts:

Once a cluster has been identified and it starts to develop as an entity, opportunities exist to promote the cluster and attract supporting investment, as well as extend and expand business development opportunities externally for cluster members.

Developing demand-led skills and education training programs:

A significant benefit to developing a cluster initiative is that a key outcome of business networking will be an appreciation of skills needs in the sector. When a number of businesses express a shared skills need, it is more likely that training or education will be provided. A lone business need is not likely to have as much an impact as a collective business need when seeking to establish a new training program for a specific skill need.

Table 3 12: Program Option 8: Sector (and Business Cluster) Development

Program Option 9: Area Targeting/Regeneration Strategies

Strategies for area targeting and regeneration address specific site or small area LED issues. While most LED initiatives can be targeted at a municipal-wide level, area targeting examines a specific area within a municipality to address a specific area-based problem such as a redundant factory, a declining shopping area, a slum or a district. They may also be targeted at an area of economic growth potential such as a central business district. Although many LED initiatives are aimed at ensuring that the entire city becomes more competitive, there are normally areas that need special attention for one reason or another. An example could be a run-down town center, abandoned factory complexes, a redundant port complex or similar. For these situations, special measures are required. Possible projects include:

Town center enhancement schemes:

These can include a wide range of initiatives including developing business partnerships, marketing the town center, undertaking surveys, upgrading the physical environment, targeting investment, and establishing a business improvement district. A vital and vibrant town center is the heart of an area's ability to be competitive.

Encouraging investment into growth nodes:

One strategy to encourage growth is to identify specific areas within a city where certain types of businesses will then be encouraged to locate. A growth node may then act as the center for planned growth and employment. However, this should not be created from nothing, but rather developed around an existing agglomeration of firms showing high potential.

Encouraging investment into corridors:

These are similar to nodes, but here growth is encouraged to expand from an area of promising economic activity out towards a more challenging area. By encouraging incremental investment, the aim is to develop an active growth corridor linking richer and poorer areas, thereby reducing social and economic exclusion. The implementation of effective regeneration programs and the tackling of socially and economically disadvantaged groups represent two of the major challenges facing contemporary policy makers. Regeneration strategies go some way to meet these challenges. They use all the tools available but because an area is in need of regeneration, specific, community-focused and often highly targeted policy responses are usually needed. Regeneration strategies are likely to take the longest time, be the most challenging, the most expensive, and the most necessary activity a municipality is likely to undertake.

Retraining of redundant workers:

Redundancy is a serious problem in most communities undergoing structural readjustment. The likely target populations will be older men who have clearly defined skills sets. The challenge is to ensure that skills training is given on a demand-led basis. This is hard and there are no easy solutions, especially as there is likely to be high unemployment in the community at large.

Job search and employment outreach:

For redundant workers, finding a job is difficult. This is often because they do not know basic job search skills such as where to find opportunities. Job search programs can be very effective and can involve everything from confidence building, resume writing, and teaching of interview skills, to matching the unemployed with potential employers.

Entrepreneurship training and SME support programs:

The city's mainstream programs could be adapted to meet the specific needs of this target group and area. Localized delivery of services could also be helpful.

Community confidence building:

This can include many measures such as promoting local success stories, encouraging the community to develop its own newsletter, and developing arts and crafts initiatives.

Table 3.13: Program Option 9: Area Targeting/Regeneration Strategies

Program Option 10: Integrating Low Income or Hard-to-Employ Workers

Targeting disadvantaged groups means that measures are targeted at groups of individuals such as ethnic minority groups, urban poor, women, redundant workers, long-term unemployed and youths. Possible projects include:

Language training:

This is a key issue where there are groups of foreign workers and minority communities.

Skills retraining and job placement programs:

Skills retraining should be undertaken using a demand-led approach i.e. businesses need to be involved in articulating the skills needs. There is little point in retraining individuals in skill areas for which there is no local demand. Job placement programs assist individuals in acquiring the skills they need to access jobs and assist in identifying opportunities.

Raising educational achievement:

This is usually an issue for an entire city, but specific communities may be in need of extra targeted support.

Enterprise training:

Many disadvantaged groups have both high unemployment and a large proportion of workers in the informal sector. Basic training in terms of business management, finance and marketing can have a significant impact on these communities.

Helping women to access employment and self-employment programs:

Projects could include skills development, confidence building programs, and provision of crèches and after-school clubs.

Micro-enterprise lending programs:

This area of activity is also well suited to assisting disadvantaged groups to access self-employment.

Work experience and teacher-pupil placement schemes:

These schemes involve teachers and students working for short periods of time in businesses to gain practical work experience and develop a work ethic. When teachers partake in this scheme, they may have a better understanding of workplace requirements.

Developing mentor programs:

Experienced business people mentor new starters and give them support, encouragement and ideas. Mentor programs can be very informal and are a way of helping individuals to start their own business.

Health awareness programs:

Often the most disadvantaged suffer from the worst health. Besides the direct effects on individuals, poor health becomes a serious limiting factor when trying to access, and maintain, employment work. Health awareness programs can be closely targeted at, for example, specific schools and communities. They may also be delivered through community resource centers. HIV/AIDS programs will be a priority for many LED programs in areas affected by the epidemic. Prevention and care reduce the negative burden imposed on families, particularly the poor.

Development of community resource centers:

The purpose of these centers is to act as a 'one-stop' resource center, bringing various information services under one to meet the needs of the local community. These centers do not need to be sophisticated and services can include everything from health care, to education services, to business advice, to paying taxes, to LED and housing.

Table 3.14: Program Option 10: Integrating Low Income or Hard-to-Employ Workers

Step 5: Selecting Projects

Within each program area, projects should be proposed and selected on the basis of clear criteria. Each potential LED project should be assessed to determine whether it meets the broader LED goals, objectives and priorities that were discussed and agreed by the stakeholders. It is also important, especially for longer projects, to undertake a careful feasibility study to verify whether the project can be technically and financially implemented.

Cost-benefit analysis is an important tool for prioritization, especially in expensive projects. As there might be several competing project options, comparing the costs and expected impact of each project should provide quantitative data to help prioritize projects. Municipalities are often interested in comparing the benefits of a project proposal in terms of generating new jobs, improving income, creating new enterprises, increasing revenue, and value-for-money. The timing for achieving these impacts is a critical issue in the prioritizing of projects.

Including ‘early-win’ projects that can quickly achieve visible and tangible impacts in the short-term will be fundamental to the overall LED strategy making process in ensuring the continued support of the different stakeholders.

Complex projects with larger resource requirements and a longer timeframe will need to go through a more rigorous selection process and should include an initial viability assessment, feasibility studies, design review, business plan preparation and tailored monitoring and evaluation program.

DOCUMENTING THE STRATEGY

Ideally the strategy should be documented, published and consulted upon at several stages of development including during the drafting of the LED strategy and again when the local economy assessment has been completed. Dissemination and public consultation in a town hall setting will serve to bring forward ideas and inputs from the broader community. When the entire strategy has been agreed, and has included a full discussion of the nature and selection of LED projects, a revised version of these documents should be made accessible to all members of the community through the local media including printed copy, radio, town hall meetings and other formats necessary to inform the local community. Where one exists, this could include a posting on a municipal government Web site.

Feedback on the LED strategy should be encouraged and practically taken into consideration. In communities where stakeholder participation has been particularly limited, the strategy document should be developed in draft format and used as the basis for further consultation before finalizing the LED strategy. The municipality should ensure that an effective communications plan has been agreed and is in place prior to embarking on the implementation stage.

Stage Four: Strategy Implementation

Stage 4: Strategy Implementation

Step 1: Prepare an Overall LED Strategy Implementation Plan for all Programs and Projects.

Step 2: Prepare Individual Project Action Plans.

Step 3: Build Institutional Frameworks for LED Implementation and Monitoring.

Step 4: Ensure Relevant Inputs are Available.

Step 5: Carry Out Tasks in Project Action Plans.

Step 1: Prepare an Implementation Plan for all Programs and Projects

Once the LED programs and projects have been selected, implementation planning begins. Strategy implementation is driven by a broad Implementation Plan, which in turn is driven by individual Project Action Plans. The Implementation Plan lays out the budgetary, human resource, institutional and procedural implications of implementing an LED Strategy. It is thus the point of integration of all projects and programs within an LED Strategy.

The Action Plan lays out a hierarchy of tasks, responsible parties, a realistic timetable, human resource and financial needs, sources of funding, expected impacts and results, performance measures and systems for evaluating progress for each project (see Step 2).

The Implementation Plan acts in the final instance as a mediator between various projects and their action plans to ensure that they do not inappropriately compete for resources. It also provides information on monitoring and evaluation to all parties involved, in particular, the municipality's chief executive officer and mayor who will eventually report to higher levels of government and to the community.

Key Issues in Implementing the LED Strategy

- Who takes responsibility for each program or project?
- What are the targets in terms of outputs, timing and funding?
- What steps need to be taken to achieve the targets?
- What will the reporting structures and communication strategy consist of and how will they be put into effect?
- What are the performance monitoring and evaluation systems and processes?
- What has to happen to ensure they are in place and are used?
- What are the budgetary and human resource requirements for the sustained delivery of the project or program?
- What are the institutional implications of the LED programs and projects, including internal implications of the procedures and processes of the municipality?
- What new departmental and staff coordination will be necessary to fulfil the project?
- What are the new skills required for the implementation of programs and projects?

Table 4.1: Key Issues in Implementing the LED Strategy

Step 2: Prepare Individual Project Action Plans

After program and project selection, and prioritization has been completed, it is necessary to detail the actions that need to be undertaken to implement each project. This should provide the Action Plan for operationalizing each project. Each Action Plan should contain the following information:

BASIC ELEMENTS OF ACTION PLANS	
Project Objectives	Each project should have clear objectives that meet program goals.
Project Inputs	The necessary resources needed to implement the project, e.g. capital and revenue costs, human resource inputs and capabilities, other inputs such as land and buildings.
List of Actions	A summary of the main actions to be undertaken in each project.
Project Outputs	The direct result from the project, i.e., the construction of a business incubator.
Project Outcomes	These are direct results from the outputs, e.g. an outcome of the building of a business incubator could be that four new businesses be established there.
Project Impacts	Impacts are associated with a strategy's goals, and the broader effect of a project over time, even after the project is completed, e.g., the development of a specific industry cluster based on the innovation center.
Project Management	Who will take financial and management responsibility for the project (internal to the municipality or external)? Legitimate institutional mechanisms need to be in place or envisaged as part of the plan. It is important that 'champions' take primary responsibility for managing a project. If a 'champion' is not forthcoming to manage a project, the project should be reassessed as being a credible LED project for inclusion in this particular LED strategy.

Table 4.2: Key Components of an Action Plan

By preparing a standard action planning form, decision makers can more easily compare the merits of individual projects as they make difficult selection choices. The following points are important considerations in preparing an Action Plan for each project:

- project name and program type;
- a short description of the project;
- a hierarchy of tasks;
- stakeholders and their expected contribution;
- realistic timetable;
- human and financial requirements;
- sources of funding with estimated costs;
- expected impacts and results; and,
- performance measures and systems for evaluating progress for each project.



Step 3: Build Institutional Frameworks for LED Implementation and Monitoring

Establishing and maintaining both formal and informal links with all the key stakeholders can support LED implementation and monitoring. Building working relationships and trust between partners assists in the process of managing perspectives and differing agenda.

Most broad-based, comprehensive LED strategies are delivered through public-private sector partnerships that are strongly driven by the municipality, and include the private sector and community groups. The private sector is often keen to manage initiatives aimed at improving the vitality and viability of town centres or to be involved with business development initiatives. Community groups may seek to lead initiatives to improve health or housing conditions of a target group of disadvantaged individuals.

Strategy implementation is never as clearly defined as the strategy itself. It often takes longer than expected, requires the constant maintenance and upkeep of institutional frameworks, and needs constant monitoring. With each project and program that is implemented, project review should occur throughout focusing on how best to advance the project in a rapidly changing environment.

Step 4: Ensure Relevant Inputs are Available

In implementing an LED strategy, it is necessary to ensure that the required inputs are available and in place prior to the start of strategy implementation. LED implementation requires a commitment of resources, time and political support, and securing and maintaining such inputs will determine effectiveness to achieve programs and projects, and therefore the overall vision.

BUILDING POLITICAL SUPPORT

Ensuring that local political support is agreed and in place is important to successful strategy implementation. Municipal leaders can use their influence to initiate and build multi-level partnerships and networks to support the LED process, and make the case for LED resource allocation. By including political leaders of all parties in LED strategy discussions, a municipality can greatly improve the chances of strategy success and longevity by identifying the need for a program or policy and its beneficiaries, and establishing necessary resource requirements. Building political support will also be necessary with international donors, the private sector, and non-governmental organizations to build internal and external momentum and encourage support. Building and maintaining a wide range of partners early in the strategic planning process can serve to expand the resource base of information, contributions and finance during the implementation stage.

FUNDING THE STRATEGY

Obtaining and maintaining a sustainable, long-term source of funding for an LED strategy is a considerable challenge as often LED is not a statutory responsibility of municipal government. In determining and agreeing a municipal budget, LED competes for limited resources with departments such as housing, health and education. It is often difficult for elected officials to justify allocating scarce resources to LED efforts when other decisions are often perceived as being more important to the development of the municipality than LED initiatives. It is therefore important to have political support in the municipality and the community to encourage resource allocation. It is also important that the municipality fully understands that LED is a potential contributor to future revenue growth, and recognizes the connection between successful LED, increased local economic activity and municipal budget growth.



The LED strategy must have a designated budget. This may be small in the first instance and should include opportunities for follow-up funding. Ideally in selecting particular programs and projects, funding should be agreed for the entire life of a project as projects are likely to span several years. Forward, sustainability and exit strategies should also be developed.

Sources of Funding for LED Initiatives

- Municipal revenues raised from property tax, business tax and user fees;
- Sale or renting of local municipal-owned industrial or commercial buildings and land;
- National and state government intergovernmental transfers;
- International donor grants and loans; Private sector funding such as corporate contributions and investments;
- Private sector funding such as corporate contributions and investments;
- Foundations, especially for environmental improvements, human resource initiatives and poverty alleviation; and,
- Multilateral agencies.

Table 4.3: Sources of Funding for LED Initiatives

Step 5: Carry Out Tasks in Project Action Plans

In delivering the project action plans, it will be necessary to ensure that all key partners that were initially identified as being a beneficiary or potential contributor to the project are still available to support the project. Prior to the commencement of project implementation, project managers will ideally have been selected and charged with responsibility for each project. During the implementation of the project, constant review should be undertaken to ensure that the project is delivering its stated aims and desired outputs. The collection of project data should be a priority to ensure that detailed and relevant information is available for monitoring and evaluation purposes, both during and after project implementation. The use of sound management techniques such as project monitoring and evaluation can help to avoid delays thus ensuring the smooth implementation of a project.

SELECTING A PROJECT MANAGER

A project manager will be required to manage the LED project until its completion and oversee its development. The manager will be charged with a number of tasks including developing and refining the project, and providing strategic and technical development of the project. Ideally, a project manager should be able to identify, appraise and undertake liaison with other potential resources in fulfillment of the project objective, and have the skills to plan and direct project workflow on a day-to-day basis.

In assessing and reviewing the progress of the project against the Implementation Plan, the project manager will be expected to report as required to internal and external parties including the municipal government, donors, the LED steering group, and business and community partners, and should therefore be able to develop effective professional partnerships with all of the key stakeholders. Ideally, the project manager should have previous experience of project management and be able to demonstrate a knowledge and understanding of the LED project area. For example, in selecting a project manager to develop and manage a business development center, appointing a manager who has no previous experience or knowledge of business development or property management would not be appropriate. Clearly, the selection of the project manager will depend on the availability and reliability of appropriately skilled local individuals.

Stage Five: Strategy Review

Stage 5: Strategy Review

Step 1: What? Why? When?

Step 2: Monitoring

Step 3: Evaluation

Step 4: Institutional Arrangements

Step 5: Strategy Review and the Planning Process

Step 1: What? Why? When?

Even though LED is a relatively new discipline, there are numerous examples of bad practice that can be highlighted to demonstrate the potential for mistakes, and many of these mistakes can be attributed to relatively few causes:

- politics (including exclusion of key interest groups, inappropriate zoning);
- lack of commitment by Project Managers because they are not held regularly accountable;
- lack of strategic thought (resulting in inappropriate strategies);
- inadequate funding, research, monitoring and evaluation (resulting in inappropriate strategies and initiatives);
- grant chasing; and,
- following the latest trend.

Reviewing the strategy will enable the municipality to determine how its LED strategy is progressing, whether it is making any mistakes in implementing its strategy, and how these mistakes might be rectified.

The LED strategy should be regularly reviewed to reflect changes in the local economy and lessons learnt from its implementation. Reviewing a local economic development strategy is normally undertaken on an annual basis and usually in conjunction with the municipality's financial planning cycle. This revision is guided by a monitoring and evaluation plan that establishes the procedures and indicators for assessing the LED strategy planning process, and the implementation of programs and projects.²¹ Both the municipality and the steering committee should be involved in the review process. It is important to invite public opinion in assessing the LED strategy making and implementation processes. Surveys and focus groups are valuable sources of information for strategy review. Political support for, and publication of, achievements are key to sustaining momentum and generating enthusiasm and confidence within the community.

²¹ Useful information on the development of LED performance indicators is available on the United Kingdom Library of Local Performance Indicators project Web site. The site contains information on the development of pilot economic regeneration performance indicators and lists a technical definition document that provides a fuller explanation of the indicators together with detailed definitions:
http://www.local-pi-library.gov.uk/economic_regeneration.shtml.

Issues to Include in the Revision of the LED Strategy

- Is the SWOT analysis still valid or have circumstances changed?
- Is more information available and have key issues changed as a result?
- Should changes be made to the vision, goals or objectives to reflect changing circumstances?
- Are projects achieving the expected results? If not, what can be done?
- Are performance indicators being met? If not, why not?
- What changes need to be made?
- Should the indicators be changed?
- Should there be more action on projects?
- Should the projects be changed?

Table 5.1: Issues to Include in the Revision of the LED Strategy

Monitoring and evaluation (M&E) as discussed earlier is a key component of the LED Implementation Plan. Indicators should be clearly laid out at the project level to measure inputs, outputs, outcomes and impact for each project. These will be consolidated to determine program success and provide an overall assessment of LED strategy. Repeated semi-annual and annual meetings to discuss results are necessary as part of the ongoing planning and learning process.

A monitoring and evaluation strategic workshop should occur at the start of a program. It should establish an M&E timetable including scheduled reviews of content and process indicators. An independent audit of key indicators through repeated municipal and business surveys is crucial to measuring the progress made since the baseline local economy assessment. These can be quantitative and qualitative in nature.

Step 2: Monitoring

Monitoring is the continuous assessment of a strategy and/or project implementation in relation to agreed schedules, and of the use of inputs, infrastructure, and services by project beneficiaries. Monitoring provides managers and other stakeholders with continuous feedback on implementation. It identifies actual or potential successes and problems early to facilitate timely adjustments to project operation. Monitoring accepts the project design as given; it measures progress, is focused on performance and occurs continuously.

Step 3: Evaluation

Evaluation is the periodic assessment of a project's relevance, performance, efficiency, and impact (both expected and unexpected) in relation to stated objectives. Project managers undertake interim evaluations during implementation as a first review of progress, a prognosis of a project's likely effects, and as a means of identifying necessary adjustments in project design. Evaluation challenges the design of a project, draws conclusions and makes judgments, is focused on the effectiveness of the program or project, becomes a key milestone in the project cycle.²²

²² For additional information on monitoring and evaluation, see 'Monitoring & Evaluation: Some Tools, Methods and Approaches', (2002), Operations Evaluation Department, World Bank <http://www.worldbank.org/oed/>.

Evaluations can be divided into two categories. ‘Process evaluations’ focus on the implementation of programs or projects, while ‘outcome evaluations’ focus on program results. Process evaluation is concerned with how a program can be improved while outcome evaluation is concerned with whether the program actually works. Managers of LED programs would benefit from building both forms of evaluation into the program design.²³

PROCESS EVALUATION			OUTCOME EVALUATION		
monitoring daily tasks	assessing program activities	enumerating outcomes	measuring effectiveness	costs and benefits	assessing impact

Source: Bartik, 2002.

Table 5.2: Process and Outcome Evaluation

Process evaluations overlap with monitoring activities and both are concerned with project or program implementation. Process evaluation involves the systematic examination of implementation quality on a periodic basis and programs are monitored internally with monitoring reports generated at different levels on a weekly, monthly or quarterly basis. LED programs may involve a mid-term process evaluation, which will include management reviews, resource expenditure studies or financial audits. A process evaluation may recommend changes in program activities, target groups, the management structure or financing strategy.

Outcome evaluations are centrally concerned with determining what would have happened to program recipients and the LED task if the intervention had not occurred. Outcome evaluations primarily seek to measure the ‘value added’ of undertaking a particular LED project intervention.

Outcome evaluations ideally cover four key parameters. Primarily, evaluations must account for and *enumerate* outcomes. This can be achieved by assessing what has happened to the target population and how it is different from before. Enumerating outcomes will also involve outlining whether program objectives were achieved and if unanticipated outcomes occurred. Secondly, outcome evaluations measure program *effectiveness*. This is achieved by assessing the degree to which the intervention resulted in observed changes in the target population. Third, outcome evaluations must assess whether program benefits outweigh program costs by conducting a *cost-benefit analysis*. Lastly, a sound outcome evaluation will *assess impact* by determining whether there has been a marked improvement in the situation that the policy or program was designed to address.

Assessing the impact of an LED strategy also implies the need to separate the outcomes that are a direct consequence of the LED strategy from those that are a result of external factors such as an improvement in the national economy. For example, unemployment might decrease by 10 percent in a year after the

²³ Bartik, T. (2002) ‘Evaluating the Impacts of Local Economic Development Policies on Local Economic Outcomes: What Has Been Done and What is Doable?’ Paper Presented to the OECD LEED Conference, November 20-21, Vienna Austria <http://www.upjohninstitute.org/publications/wp/03-89.pdf>.

implementation of an LED strategy, however, this figure could in part be a result of an increase in national GDP. An approach to take in this case could be to compare the findings from the LED strategy assessment with the same indicators selected randomly from different localities as well as from the regional and national averages. It is possible then to identify changes in these indicators that are common to all localities, and therefore not related to the specific LED strategy. As result, the outcome evaluation can isolate the external deviations from the direct impact of the LED strategy. This, however, is difficult in most countries as there is neither data nor funds available. Nevertheless, efforts should be taken to monitor and evaluate at a project and strategy level.

The general rule should be to develop the most rigorous evaluation methodology taking into account the significance of the investment as well as practical considerations related to resource availability and technical capacity.

WHY MONITORING AND EVALUATION?

- A well-designed monitoring and evaluation system will help answer the question ‘how do I know when I have reached my Objectives?’
- It provides a basis for accountability in the use of resources.
- Used carefully at all stages of the project cycle, monitoring and evaluation can help to strengthen strategy and project design and implementation.
- It helps to build trust with businesses, financial institutions and investors by openly sharing results.
- The emergence of recorded benefits early on helps reinforce ownership, and early warning learning by all regarding emerging problems allows action to be taken before costs rise.
- A well-designed M&E allows for mid-course corrections.
- A reliable flow of M&E information during implementation enables managers to keep track of progress and to adjust operations to take account of experience.
- It allows for the interventions to be adapted to reflect the changing needs of target businesses, sectors and companies.
- It provides important information on how to use limited resources more efficiently by directing investments to programs and activities that have the greatest impact on productivity, job growth or investment.
- It allows for the benchmarking of LED interventions against examples of good practice.
- It demonstrates the impact of LED interventions in terms of poverty reduction, city GDP growth or employment creation to clients, citizens and potential investors.
- It can help to justify budget requests for further LED interventions.

SUMMARY OF DIFFERENCES BETWEEN MONITORING AND EVALUATION		
	MONITORING	EVALUATION
What:	Monitoring is the process of routinely gathering information on all aspects of a project or program. It is used to inform decision making on project implementation.	Evaluation involves a 'stepping back' to gain a deeper perspective on what effects and impacts have been achieved. It informs every decision-making.
Purpose:	<ul style="list-style-type: none"> ➢ Analyse the current situation. ➢ Identify problems and find solutions. ➢ Discover trends and patterns. ➢ Keep program activities on schedule. ➢ Measure progress towards intermediate goals and revise action in order to achieve these goals. ➢ Formulate key questions. ➢ Make decisions about human, financial and material resources. 	<ul style="list-style-type: none"> ➢ Determine how effective a project or program has been. ➢ Determine the extent to which goals have been achieved. ➢ Learn how efficiently things are being done. ➢ Develop 'lessons learned' so future programs and projects of a similar nature can be improved.
When:	Monitoring is continuous (daily, monthly, annually). Monitoring activities should be scheduled as part of the project's work plan and be a routine part of project implementation.	Evaluation is conducted periodically: <ul style="list-style-type: none"> ➢ at or near the mid-point of implementation ➢ at the end of a project ➢ at a point well after a project has been completed (3-8 years)
How:	Monitoring can be carried out by staff and participants through field visits, review of service delivery and through a Management Information System.	Internal evaluations can be carried out by the project manager and/or project staff and participants. External evaluations are generally conducted by external consultants, external agencies or donors.
Why:	Monitoring provides managers with information needed to analyse the current project situation, identify and find solutions, discover trends and patterns, keep in schedule and measure progress towards expected outcomes. It allows an opportunity to make decisions regarding human, financial and material resources and minimize needless program costs.	Evaluation is the formal process of documenting the following project achievements: <ul style="list-style-type: none"> ➢ progress in the work plan ➢ establishment of systems ➢ implementation of planned activities ➢ achievement of goals ➢ effectiveness of the project ➢ impact of the project ➢ efficiency or cost-effectiveness
Information Type:	More emphasis on quantitative data, but some qualitative data is gathered to contextualise the quantitative analysis.	More emphasis on qualitative data, but quantitative data is gathered in indicators. Qualitative analysis can often support the quantitative assessment.
Information Category:	Descriptive, analytical and documentary data should all be used to observe the 'what' and understand the 'why' of the project activities.	Descriptive, analytical and documentary data should all be used to observe and record the 'what' and understand the 'why' of the project achievements.

Table 5.3: Summary of Differences Between Monitoring and Evaluation

Step 4: Institutional Arrangements

In determining institutional arrangements for measuring progress, one should focus on the people, processes and events that will be necessary for measuring that progress at the level of both the strategy and the individual projects and programs. In determining a formal institutional arrangement, key questions include:

- Who are the people that should be measuring the progress?
- What type of information will they require to measure progress?

On the processes, one should consider the types of evaluation tools necessary, and the products that will be produced, e.g. progress report etc. (see table 5.4 for examples).

FEEDBACK

Proposals for the ways in which M&E findings will be fed into decision making process.

EXAMPLE OF EVENTS TO MEASURE PROJECT PROGRESS				
ANNUAL CYCLE OF EVENTS				
EVENTS	TIME	PURPOSE	PRODUCTS	STAKEHOLDERS
Annual Planning	January	Define level of input, outputs, indicators, related activities	Annual Work Plan Individual Plans Annual Budget Gantt Chart (Updated) Work Agreements	Management Project Staff Institutional Stakeholders
Quarterly M&E Workshop	May and October	Progress Evaluation Planned vs. Actual Performance Monitor Assumptions	Updated Implementation Plans Performance Improvement Plans	Management Project Staff
Mid-Term Evaluation	June-July	Respond to New Opportunities Review Leading Indicators Sustainability of Assumptions	Progress Report Adjusted Designs and Implementation Plans	Management Project Staff Donors Partners
Annual Stakeholder Meeting	December	Evaluate Impact Progress Review Delivery of Outputs Verify Assumptions	Evaluation Results Progress Report on Lessons Learned	Management Project Staff Beneficiaries Customers Partners

Table 5.4: Example of Events to Measure Project Progress

CLEAR OBJECTIVES

Good monitoring and evaluation cannot occur unless there has been good project design where clear statements of measurable objectives exist.

KEY PERFORMANCE INDICATORS

A clear and structured set of key performance indicators (KPIs) allows us to measure progress. Performance indicators are conditions that signal success. They inform us how we will recognize the success of the project or program. Performance indicators can be both quantitative and qualitative. Quantitative indicators will include numbers, percentages, percentage changes etc. Qualitative indicators are more difficult to measure. They focus on aspects such as the quality of a result or an individual's attitude towards a new service. In order to obtain this kind of information, appropriate measures need to be created. In designing an M&E system, there are several types of indicators that are necessary. These include Objective Indicators that measure the progress of a strategy or project toward its objectives; Output Indicators that measure progress against outputs; Input Indicators that measure financial disbursement, human resources and staff time.

Indicators should be:

- **SMART** - Specific, Measurable, Achievable, Relevant and Time-bound;
- **valid** - they are valid in the eyes of the key Participatory M&E (PME) stakeholders and should actually measure what they set out to measure;
- **reliable** - conclusions based on the indicators should be the same if measured by different people;
- **gender sensitive** - indicators should be disaggregated by gender;
- **sensitive** - they should be sensitive enough to measure important changes in the situation being observed;
- **cost-effective** - the information/learning should be well worth the time and money it costs to collect the data;
- **timely** - it should be possible to collect and analyse the data fairly quickly;
- **in-line with local capabilities/resources** - they should not be overly complex and burdensome to the project partners; and,
- **build on what exists** - indicators should not 'reinvent the wheel' and should draw on existing local data collection activities, or from indicators used with other projects, where possible.

DATA COLLECTION

The type of data collection required depends on the choice of indicator. The achievement of strategy and project objectives depends on how project beneficiaries respond to the goods or services delivered by the project. Evidence of their response and the benefits they derive requires consultation and data collection that may be outside the scope of management. Indications that beneficiaries have access to, are using, and are satisfied with project services give an early indication that the project

is offering relevant services and that direct objectives are likely to be met. Within a project however, it is necessary to measure the progress of the project in terms of internal inputs (financial, staff weeks), outputs (the progress on the manual or the building) and process (which of the projects are achieving their time frames). Indicators of inputs, process and outputs are mostly generated from within project management.

Step 5: Strategy Review and The Planning Process

WHAT DOES THIS MEAN FOR THE LED STRATEGIC PLANNING PROCESS?

Monitoring should not be an afterthought that is undertaken at the end of a LED Strategic Planning Process. It should be incorporated into each stage and step of the planning process. Evaluation can occur at intervals, however, it can only occur if good monitoring information is available. Evaluation should lead to the review of a strategy and its projects.

M&E IN STAGE 1: ORGANIZING THE EFFORT

Stage One provides an opportunity to begin thinking about the kind of monitoring and evaluation framework that will be necessary throughout the life of the project. This includes:

- a consideration of what kind of long-term institutional mechanisms are needed to ensure the M&E of the Strategy, e.g. a Strategy Monitoring Committee?
- the production of a monitoring and evaluation plan for report back mechanisms throughout the life of the Strategy Formulation. This can include an Annual Report, a Quarterly Progress Report, an Annual Meeting, regular press releases and bi-weekly meetings.

The Stakeholder Consultation process allows for the M&E system to be participatory. This offers a host of benefits that build on the benefits of conventional M&E systems. These include:

- improved performance of development and poverty alleviation programs;
- enhanced local learning, management capacity and skills;
- strengthened collaboration among key project stakeholders;
- greater local ownership of projects;
- M&E systems that are more sustainable since they are more relevant to local capabilities, skills and resources;
- increased cost-effectiveness of PME systems as they use low-cost methods of data collection and analysis.

Conventional monitoring and evaluation focuses on approaches and systems that are determined by outside experts. Participatory monitoring and evaluation is based on negotiating the content of evaluation approaches and systems to meet the needs of the local people and other key users of M&E information such as donors, municipal government and national authorities.

In participatory monitoring and evaluation, the evaluator plays the role of a facilitator/trainer/coach guiding groups to reach consensus on key M&E issues and building their capacity to use M&E to improve program performance. Traditionally, distinctions between M&E and PME were less differentiated. The two approaches are contrasted below:

	CONVENTIONAL EVALUATION	PARTICIPATORY EVALUATION
Why	Accountability. Usually summary judgments about the project to determine if funding continues.	To empower local people to initiate, control and take corrective action.
Who	External experts.	Community members, project staff, facilitator.
What	Predetermined indicators of success. Principally cost and production output.	People identify their own indicators of success.
How	Focus on 'scientific objectivity'. Distancing of evaluators from other participants; uniform complex procedures; delayed, limited access to results.	Self evaluation; simple methods adapted to local culture; open immediate sharing of results through local involvement in evaluation processes.
When	Midterm and completion.	Any assessment for program improvement; merging of monitoring and evaluation, hence frequent small evaluations.

Table 5.5: Conventional and Participatory Evaluation

M&E IN STAGE 2: THE LOCAL ECONOMY ASSESSMENT

The Local Economy Assessment should be viewed as an opportunity to collect baseline data in the economy (description of the economy before the implementation of the LED strategy) so that the impact of the LED strategies can be monitored along its implementation.

M&E IN STAGE 3: STRATEGY FORMULATION

Strategy formulation should include the determination of key performance indicators from which the progress toward objectives will be measured. The team should also formulate a plan, as part of the data collection methodology, to measure progress made on the objective key performance indicators. The strategy formulation phase is also a good time to determine who is responsible for monitoring the strategy's implementation. In the strategy implementation phase, the monitoring and evaluation team should consider and develop a monitoring and evaluation plan including:

- how they will collect data for monitoring the objective key performance indicators;
- how they will collect data for monitoring each project's progress; and,
- the kind of events and report back mechanisms to ensure continued accountability on progress to all stakeholders.

M&E IN STAGE 4: STRATEGY IMPLEMENTATION

By this stage, the institutional arrangements for monitoring the implementation of the strategy should be in place.

M&E IN STAGE FIVE: STRATEGY REVIEW

Strategy Review is the evaluation of the relevance of the strategy and its implementation.

Resources:

Key Readings

LED Conceptual Framework

Bingham, Richard D. and Robert Mier, Eds. (1993). *Theories of Local Economic Development: Perspectives From Across the Disciplines*. Sage Publications, CA.

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OECD. *Local Economies and Globalisation*. LEED Notebook, No. 20. Good for case studies; this LEED Notebook, No 20 provides valuable information about Local Capacity Building. <http://www.oecd.org/tds/bis/leed.htm>

World Bank (2000). *Cities in Transition: World Bank Urban and Local Government Strategy*. The World Bank has published a comprehensive strategy document to gear its assistance towards achieving the objectives of reducing poverty, promoting broad-based growth, protecting the environment, and supporting effective institutions. Achieving these objectives requires a closer working relationship with the local governments that are assuming greater responsibilities for delivering services that have direct impacts on people's daily lives, in partnership with national governments and the communities themselves. In addition to the core urban development sectors, the global urban agenda is expanding to include diverse issues such as local economic development, capital market access, real estate market reform, urban cultural heritage, disaster mitigation, and public safety. http://www.worldbank.org/html/fpd/urban/publicat/cities_in_transition_full.pdf

The Role of Local Economic Development Agencies

Humphreys, Eileen. (1996). *LEDA Pilot Actions: Synthesis Report*. Local and Regional Development Planning. London.

ILO. (1995). *Lessons from the LEDA Programme*. Local and Regional Development Planning. London.

Financing LED

Bartik, T. (1995). *Economic Development Incentive Wars*. Employment Research, Spring 1995. W.E. Upjohn Institute for Employment Research. This short paper and related references provides a sound basis from which to consider monitoring and evaluation of financial incentives. http://www.upjohninst.org/publications/newsletter/tjb_595.pdf

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Strategy Review (Monitoring & Evaluation)

Bartik, T. (2002). *Evaluating the Impact of Local Economic Development Policies on Local Economic Outcomes: What has been done and what is doable?* Upjohn Institute Staff Working Paper No.03-89. <http://www.upjohninstitute.org/publications/wp/03-89.pdf>

Beauregard, Robert A. (1999). *The Local Employment Fulcrum: Evaluating Local Economic Performance*. Economic Development Quarterly, Vol. 13, No. 1. February 1999. pp. 23-28. Sage Publications, CA.

Economic Development Quarterly. February (1999). For those interested in a more detailed understanding of contemporary issues in urban local economic development monitoring and evaluation, please note that there are a series of informative articles in this publication.

Erickcek, G. (1996). *Developing Community Economic Outcomes Measures*. Employment Research, March 1996. W.E. Upjohn Institute for Employment Research. The Upjohn Institute is keenly interested in LED and monitoring and evaluation. This paper looks at outcome measures and how they should be used. http://www.upjohninst.org/publications/newsletter/gae_f96.pdf

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Improving the Local Business Investment Climate

Stanchev, K., and Yonkova, A., Eds. *Legal and Regulatory Reform: Impacts on Private Sector Growth*. Institute for Market Economics, Sofia. http://www.ime-bg.org/pdf_docs/papers/lrr.pdf

Encourage Local Business Growth

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Encouraging New Enterprise

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Buss, Terry F. (1999). *The Case Against Targeted Industry Strategies*. *Economic Development Quarterly*. Vol. 13, No 4. November 1999. pp. 339-356. Sage Publications, CA. Puts forward some interesting points including the following: 'Targeting is central planning and local industrial policy masquerading under different names: strategic planning, competition policy, retention/attraction and the like.' This paper is worth reading not least to improve techniques for LED. www.weda.org/notes

Economic Development Administration. (1997). *Cluster Based Economic Development: A key to Regional Competitiveness*. Prepared by Information Design Associates with ICF Kaiser International. This is an excellent 4-page summary. http://www.doc.gov/eda/pdf/IG3_5_cluster.pdf

OECD. (1997). *New Directions for Industrial Policy*. Policy Brief No-3. This paper gives an overview on responses of industrial policy to the changing economic climate. It also has some excellent recommendations for further reading as well as giving details of relevant OECD research.

Roelandt, T. and den Hertog, P., Ed. (1998). *Cluster Analysis and Cluster Based Policy in OECD Countries: Various Approaches, Early Results and Policy Implications*. Draft synthesis report on Phase1, OECD Focus Group on Industrial Clusters. OECD.

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Department of the Environment, Transport and the Regions. (1998). *Urban Development Corporations: Performance and Good Practice*. Regeneration Research Summary 17. http://www.odpm.gov.uk/stellent/groups/odpm_urbanpolicy/documents/pdf/odpm_urbpol_pdf_608119.pdf

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Alcock, P, G Craig, P Lawless, S Pearson and D Robinson. (1998) *Inclusive Regeneration: Local Authorities' Corporate Strategies for Tackling Disadvantage*. The Center for Regional Economic and Social Research, Sheffield Hallam University and The Policy Studies Research Center, University of Lincolnshire and Humberside. <http://www.shu.ac.uk/cresr/index.html>

Campbell, Mike with Ian Sanderson and Fiona Walton. November (1998). *Local Responses to Long Term Unemployment*. Joseph Rowntree Foundation. YPS York. <http://www.jrf.org.uk/knowledge/findings/socialpolicy/sprn28.asp>

Campbell, Mike. (1997). *The Third System, Employment and Local Development: Volume 1, Synthesis Report*, Policy Research Institute, Leeds Metropolitan University for the EU http://europa.eu.int/comm/employment_social/empl&esf/3syst/vol1_en.pdf. The Third system refers to a diverse range of organizations outside the traditional public and private sectors, encompassing co-operatives, mutuals, associations, foundations, charities, voluntary and not-for-profit organizations.

Campbell, M. and Hutchinson, J. (1998), *Working in Partnership: Lessons from the Literature*, Policy Research Institute, Leeds Metropolitan University, Research Report 63, Department for Education and Employment (June), Sheffield, England.

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Siegel, B. and P. Kwass. November (1995). *Jobs and the Urban Poor. Publicly Initiated Sectoral Strategies*. Mt. Auburn Associates Inc., Somerville, MA.

Case Studies

International Overview

Canzanelli, Giancarlo and Giordano Dichter. (2001). *Local Economic Development, Human Development and Decent Work*. ILO/Universitas Working Paper that intends to provide an overview of LED 'best practices' from some international organizations and countries. <http://www.ilo.org/public/english/universitas/publi.htm>

AFRICA

DPLG. *Local Government and Economic Development: A Guide for Municipalities in South Africa*. The booklet was prepared by the Department of Provincial and Local Government of South Africa and aims at spelling out in detail the context and the approaches which are available for local economic development in South Africa. <http://www.dplg.gov.za/Documents/AnnualReport/led/ledindex.htm>

EUROPE

Bennett, R.J. and G. Krebs. (1991). *Local Economic Development: Public-Private Partnership Initiative in Britain and Germany*. Belhaven London.

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Wong, Celia. (1998). *Determining Factors for Local Economic Development: The Perception of Practitioners in the North West and Eastern Regions of the UK*. *Regional Studies*. Vol.32.8. pp 707-720. This paper gives many references on research in both traditional and softer LED.

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LATIN AMERICA

CEPAL. (2002). *Desarrollo Economico Local y Descentralización en America Latina: analisis comparativo*. With the support of GTZ, this project report analyses the potentials offered by an increasing number of decentralised institutions in Latin America to support local governments in promoting local economic development. www.cepal.org

NORTH AMERICA

Bartik, T. January (2002). *Local Economic Development Policies*. Upjohn Institute Staff Working Paper No.3-91. <http://www.upjohninstitute.org/publications/wp/03-91.pdf>

Links to External Organizations

This section contains links to associative, governmental and non-governmental organizations involved in LED initiatives and research. This is not, nor does it attempt to be, an exhaustive list of institutions involved in local economic development. Active and additional links to the organizations listed below are available at: http://www.worldbank.org/urban/led/8_links.html

ASSOCIATION OF CAMBODIAN LOCAL ECONOMIC DEVELOPMENT AGENCIES

<http://gdrc.org/icm/country/acleda.html>

The Association of Cambodian Local Economic Development Agencies (ACLEDA) is an independent Cambodian non-government organization that promotes a range of LED programs and initiatives through provincial branches and district offices. ACLEDA supports training in entrepreneurship and small business management, the establishment of neighborhood and village banks, and technical consultancy and credit for medium size enterprises.

BERTELSMANN FOUNDATION

<http://www.bertelsmann-stiftung.de/>

The Bertelsmann Foundation is a politically independent foundation guided by the principle that private enterprise can lead to a more humanitarian and sustainable society. It initiates projects in various areas, such as Economic and Social Affairs, International Relations, Education, Health, and Culture. From 1999 to 2004, the Bertelsmann Foundation and the World Bank jointly supported the Cities of Change initiative, an initiative that offers local municipalities in Eastern Europe a platform to develop new management concepts for local administration. The participating municipalities elaborated strategies in the fields of Local Economic Development or Environmental Policy and Solid Waste Management.

CENTRE FOR LOCAL ECONOMIC STRATEGIES

<http://www.cles.org.uk/>

The **Centre for Local Economic Strategies** (CLES) is an independent think-tank and membership network of subscribing organizations involved in local economic development and regeneration activities, and local governance. CLES combines LED Policy Development with an Information and Briefing Service.

CITIES ALLIANCE

<http://www.citiesalliance.org/>

Cities Alliance was created to foster new tools, practical approaches and knowledge sharing to promote local economic development and a direct attack on urban poverty. Its activities support the implementation of the Habitat Agenda. It is a global alliance of cities and development partners that are committed to improving the living conditions of the urban poor.

CORPORATION FOR ENTERPRISE DEVELOPMENT

<http://www.cfed.org/>

The Corporation for Enterprise Development (CFED) promotes Asset-Building and economic opportunity strategies primarily in low-income and distressed communities, and seeks to bring together community practice, public policy and private markets in new and innovative ways. CfED's Web site contains a wealth of information on economic and community development including resources on Enterprise Development, Individual Assets and Sustainable Economies.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

<http://www.hud.gov/>The mission of the U.S. Department of Housing and Urban Development (HUD) is to ensure that communities are empowered with the resources to pursue economic and community development initiatives. HUD's Office of Economic Development works with local governments, non-profit organizations and the private sector to achieve synergy. The HUD Web site provides information on a range of Programs including the Brownfields Economic Development Initiative, and Economic Development Publications.

DEPARTMENT OF LOCAL GOVERNMENT, SOUTH AFRICA

<http://www.dplg.gov.za/>

The South African Department of Local Government is a national government department that promotes sustainable development and supports provincial and local governments. The DLG Web site contains a range of resources including a LED Web site with a Department of Local Government LED Manual and Evaluation of Regeneration Strategies.

DEPARTMENT FOR INTERNATIONAL DEVELOPMENT

<http://www.dfid.gov.uk/>

The Department for International Development (DFID) is the United Kingdom government department responsible for promoting development and the reduction of poverty. DFID's Web site contains the International Development Targets and International Trade Issues as well as the UK Government's second White Paper on International Development entitled "Eliminating World Poverty: Making Globalization Work for the Poor".

ECONOMIC DEVELOPMENT ADMINISTRATION

<http://www.doc.gov/eda>

As a Federal department of the United States Government, the Economic Development Administration (EDA) provides grants for infrastructure development, local capacity building and business development to help distressed communities alleviate conditions of substantial and persistent unemployment and underemployment. The EDA Web site contains a range of LED resources including Research Reports on EDA-funded economic development research, Information on the practice of economic development, a Tools of the Trade section and information on the nature of economic development planning and Planning Examples.

ECONOMIC DEVELOPERS ASSOCIATION OF CANADA

<http://www.edac.ca/>

The Economic Developers Association of Canada (EDAC) is a national professional membership organization for local and state economic development practitioners. EDAC offers educational seminars, a national network for techniques, strategies and case studies and opportunities for federal, provincial and international networking. The Web provides a range of resources including information on [LED Best Practices](#), [Professional Development](#) and [Newsletters](#).

Environmental Protection Agency

<http://www.epa.gov/>

In leading environmental science, research, education and assessment efforts in the United States, the Environmental Protection Agency (EPA) develops and enforces regulations that implement environmental laws enacted by Congress. EPA is responsible for researching and setting national standards for a variety of environmental programs, and delegates to states and tribes the responsibility for issuing permits and for monitoring and enforcing compliance. EPA's Web site contains an [Economics Topic Page](#) with links to information on [Economic Revitalization](#) and [Brownfield Redevelopment](#).

ECONOMIC & SOCIAL RESEARCH COUNCIL CITIES COMPETITIVENESS AND COHESION PROGRAM

<http://cwis.livjm.ac.uk/cities/>

The [United Kingdom Economic and Social Research Council](#) with support from the U.K. Department of the Environment and others launched in 1997 a major research program on Cities. The "CITIES: Competitiveness and Cohesion" program consisted of four major integrated case studies of London, Bristol, Liverpool and Manchester, Glasgow, and Edinburgh, as well as around 20 other projects on key urban research topics. Key findings from the program are available on the [CITIES Web site](#).

EUROPEAN ASSOCIATION OF DEVELOPMENT AGENCIES

<http://www.eurada.org/>

The European Association of Development Agencies (EURADA) is a non profit-making membership organization that aims to promote regional economic development through dialogue with the European Commission. It supports the exchange of good practice among [Members](#) and transnational co-operation between regional development agencies. EURADA has a membership of around 150 development agencies from 25 countries of both the European Union and Central and Eastern Europe. The Web site provides information on [Benchmarking](#) and [Projects](#), and access to a number of [Position Papers](#).

EUROPEAN UNION

<http://europa.eu.int/scadplus/leg/en/s24000.htm>

As the official Web site of the European Union (EU), the EU site contains extensive information and guidance on EU policy that relates to local and regional economic development and regeneration. The site contains links to official EU sites on Regional Policy including Interreg III, Structural Funds and Structural Funds Reform, Rules Applicable to State Aid, and EU Action in Support of Regional Development.

FORD FOUNDATION

<http://www.fordfound.org/>

The Ford Foundation is an independent philanthropic organization that works to strengthen democratic values, reduce poverty and injustice, promote international cooperation and advance human achievement. It works mainly by making grants or loans to build knowledge and strengthen organizations and networks. The Foundation's Economic Development Unit seeks to make durable economic improvements in the lives of the disadvantaged through efforts in Development Finance and Economic Security, and Work-Force Development.

GERMAN TECHNICAL COOPERATION

<http://www.gtz.de/>

As the international development agency of the German Federal Government, Deutsche Gesellschaft fuer Technische Zusammenarbeit (GTZ) is one of the world's largest service enterprises in the field of development cooperation. The development projects supported by GTZ cover a wide spectrum of Thematic Areas and Tasks. This Web site contains a freely accessible Local Economic Development Toolkit that provides an overview of LED case studies and theoretical perspectives of LED.

INSTITUTION OF ECONOMIC DEVELOPMENT

<http://www.ied.co.uk/>

The Institution of Economic Development (IED) is a United Kingdom membership organization for economic development practitioners. IED examines local and regional economic development issues, highlights best practice and organizes professional economic development training.

INTER AMERICAN DEVELOPMENT BANK

<http://www.iadb.org/>

The Inter-American Development Bank (IADB) was established in 1959 to help accelerate economic and social development in Latin America and the Caribbean. The Bank was created in response to a longstanding desire on the part of the Latin American nations for a development institution that would focus on the pressing problems of the region. IADB has a Sustainable Development Department that has information on such topics as state and civil society, infrastructure, financial markets and private enterprise. The site also contains range of information on LED presentations from a Seminar on Local Economic Development that was held in 2001 and a Case Study on Local Economic Development in Latin America, from the Micro, Small and Medium Enterprise Division.

INTERNATIONAL COUNCIL FOR LOCAL ENVIRONMENTAL INITIATIVES

<http://www.iclei.org/>

The International Council for Local Environmental Initiatives (ICLEI) is the international environmental agency for local governments. ICLEI's mission is to build and serve a worldwide movement of local governments to achieve tangible improvements in global environmental and sustainable development conditions through cumulative local actions.

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

<http://www.icma.org/>

The International City/County Management Association (ICMA) is the professional and educational organization representing appointed managers and administrators in local governments throughout the world. The ICMA Center for Performance Measurement is dedicated to helping local governments measure, compare, and improve municipal service delivery. ICMA also offers in-depth information on selected local government management issues and Community and Economic Development.

INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL

<http://www.iedconline.org/>

The International Economic Development Council (IEDC) was created in 2001 following the merger of the Council for Urban Economic Development and the American Economic Development Council. As a membership association for economic development practitioners, IEDC provides information to its members that build local economies by means of tools that create, attract and retain jobs.

INTERNATIONAL LABOR ORGANIZATION

<http://www.ilo.org/>

The objective of the International Labor Organization (ILO) is to “promote and realize standards, fundamental principles and rights at work.” To achieve this goal the ILO assists member states as well as employers’ and workers’ organizations in ratifying ILO Conventions and implementing international labor standards. The ILO is active in promoting Local Economic Development in various capacities and the Web site has a range of LED resources including LED Technical Cooperation and a range of downloadable LED Publications.

INTERNATIONAL UNION OF LOCAL AUTHORITIES; LOCAL GOVERNMENT ASSOCIATIONS & ASSOCIATION CAPACITY BUILDING

<http://www.iula-acb.org/>

The International Union of Local Authorities and Association Capacity Building Program (IULA-ACB) has existed at national and international levels since the early years of the 20th Century, making important contributions to development, decentralization and democratization. Their prime objective is to support and strengthen the capacity of their member local governments to meet the needs and expectations of their local communities.

LOCAL ECONOMIC DEVELOPMENT SOUTH AFRICA BEST PRACTICES DATABASE

<http://www.iula-acb.org/>

Created by the Cato Manor Development Project, Durban, and Rhodes University, Grahamstown, this Web site has been developed in response to the growing importance of locally based LED initiatives in South Africa' cities, towns and villages. The site provides access to LED documents and a Local Development and Community Economic Development Practitioners' Newsletter.

NATIONAL LEAGUE OF CITIES

<http://www.nlc.org/>

The National League of Cities (NLC) provides a wide range of programs and services to strengthen the ability of city officials to serve their communities. Many of NLC's programs are supported by NLC membership revenues and are made available to city officials at no cost. The site contains information on the NLC's Workforce Development for Poverty Reduction Project and highlights the key findings of NLC's Urban Poverty, Economic Development and Cities Project.

NATIONAL CONGRESS FOR COMMUNITY ECONOMIC DEVELOPMENT

<http://www.ncced.org/>

The National Congress for Community Economic Development (NCCED) is the trade association and advocate for the community-based development industry. NCCED represents over 3,600 community development corporations (CDCs) across the United States. CDCs seek to provide affordable housing and create jobs through business and commercial development activities. NCCED serves the community development industry through public policy research and education, special projects, newsletters, publications, trainings, conferences and specialized technical assistance.

OPEN SOCIETY INSTITUTE BY SOROS FOUNDATION NETWORK

<http://www.soros.org/>

The Open Society Institute (OSI) promotes the development of open societies around the world by supporting an array of activities dealing with economic, educational, social, legal and health care reform issues. OSI is a private operating and grant-making foundation that provides administrative, financial, and technical support. The DELTA program, a joint program of the World Bank and Open Society Institute, supports municipalities in Kosovo to design and implement local economic development strategies to create an enabling environment for small and medium sized enterprises. The OSI Web site details a range of OSI initiatives in economic development.

ORGANIZATION FOR ECONOMIC COOPERATION AND DEVELOPMENT, LOCAL ECONOMIC AND EMPLOYMENT DEVELOPMENT PROGRAM

<http://www.oecd.org/department/>

The Local Economic and Employment Development (LEED) Program of the OECD analyzes the dynamics of job creation and economic development through locally based initiatives. LEED undertakes research and analysis on Territorial Economy, Labor Markets, Entrepreneurship and Local Partnership issues. LEED also publishes a range of downloadable LED Publications.

ORGANIZATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT CLUB DU SAHEL

<http://www.oecd.org/department/>

Club du Sahel was formed 1976 as an active forum for the Sahelian states belonging to the Permanent Inter-State Committee for the Prevention of Drought in the Sahel. The ECOLOC program, a joint initiative of the Municipal Development Program and Club du Sahel, aims to revive local economies in West Africa. The ECOLOC Handbook provides information on, and case studies of, LED in West Africa.

PARTNERSHIP ON LOCAL ECONOMIC DEVELOPMENT

<http://www.parul-led.or.id/>

Partnership on Local Economic Development (PARUL) is a joint project between the government of Indonesia, the UNDP and UNCHS. PARUL's objectives are to promote a more balanced pattern of urban and rural development; to promote Local Economic Development of selected regions, and to raise incomes and create productive employment opportunities for poor households in less developed regions.

REGEN.NET

<http://www.regen.net>

Developed for the U.K. Office of the Deputy Prime Minister, the Department for Social Development in Northern Ireland and the Scottish Executive, Regen.net offers a gateway to sources of information on regeneration and a means of sharing experience and good practice. The site provides information on city growth strategies, social enterprise, local area regeneration and inclusion, and partnership working.

THE COMPETITIVENESS INSTITUTE

<http://www.competitiveness.org/>

The Competitiveness Institute (TCI) is a not-for-profit international alliance of cluster practitioners. TCI seeks to improve living standards and the local competitiveness of regions throughout the world by fostering cluster-based development initiatives. The Web site provides a wealth of information on sectoral cluster initiatives.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

<http://www.unido.org/>

With responsibility for promoting industrialization throughout the developing world, the United Nations Industrial Development Organization (UNIDO) generates and disseminates knowledge relating to industrial matters and provides a platform for the various actors in the public, private and civil society sectors to enhance cooperation. UNIDO designs and implements programs to support the industrial development efforts of its clients and offers tailor-made specialized support for program development. The site provides information on UNIDO's [SME Cluster/Network Development](#) and [Business Partnership](#) program, and [Business Incubators](#).

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT MAKING CITIES WORK

<http://www.usaid.gov/>

The United States Agency for International Development (USAID) is a Federal government agency with a [broad remit](#) to support long-term equitable development in developing countries. USAID's Office of Urban Programs works to reduce poverty, promote local economic development and urban prosperity in poor countries by helping cities and towns. The [Making Cities Work](#) program sponsors pilot activities to initiate sustainable, innovative, multi-sectoral, urban-oriented work in the developing world. The Web site contains extensive resource pages on [Local Economic Development](#), [Regional Economic Development](#) and [Urban Poverty](#).

UNITED STATES CONFERENCE OF MAYORS

<http://www.usmayors.org/>

The United States Conference of Mayors (USCM) is an official nonpartisan organization that represents 1,183 cities with populations of 30,000 or more. Each city is represented in the Conference by its chief elected official, the mayor. The USCM seeks to promote the development of effective national urban/suburban policy, strengthen federal-city relationships, provide mayors with leadership and management tools and create a forum in which mayors can share ideas and information. This Web site contains a [USCM Best Practice Database](#) search engine that contains local economic development tools. It also contains information on the [CitiesFirst®](#) initiative, a national community revitalization partnership.

LINKS TO WORLD BANK WEB SITES

The World Bank Group undertakes a large body of work which, although applicable to the national level, is also relevant to local areas. Listed below are some relevant links, together with a summary of their usefulness. By accessing the following site, direct Web-enabled links may be accessed: www.worldbank.org/urban/led and then click on Links to World Bank sites.

ORGANIZING THE EFFORT

The World Bank's Participation Group Web site contains a variety of information on participation methods including key readings, tools and resources. It also provides information on mechanisms for the monitoring and evaluation of participation methods. Of particular interest is the section on good practice and lessons learned. The Participation Sourcebook, the Poverty Reduction Strategy Sourcebook, especially its chapter on participation are also key Bank documents that provide direction on participation.

THE LOCAL ECONOMY ASSESSMENT

The Bank has designed a number of tools to determine the economic potential of an area. Although most of these tools are designed for determining national competitiveness, many of the methodologies can be used to determine local competitiveness. The World Bank's Business Environment Web site offers tools for assessing the business environment of the local area. These include surveys including expert and elite surveys, performance based firm level surveys, and constraints surveys; indicators of national and regional and local competitiveness, as well as information on transaction costs. In addition, the Bank's database of competitiveness indicators is a collection of 49 indicators to quickly assess economic performance and the environment for competitive business development in a large number of countries. Of particular interest are the infrastructure and investment climate indicators.

Strategy Making and Program Implementation: The following World Banks Web sites are useful resources for specific programs that may be undertaken within an LED Strategy:

Foreign and Inward Investment Promotion

- Foreign Investment Advisory Service at <http://www.fias.net/>
- Investment Promotion Network at <http://www.ipanet.net/>
- Foreign Direct investment. Useful information can be discerned from the Foreign Investment Advisory Service Web site.
- Multilateral Investment Guarantee Agency at <http://www.miga.org>
- See also the MIGA Investment Promotion Toolkit.

Small medium and micro enterprise development. The IFC's SME department Web site contains a wealth of information including publications and an SME toolkit.

Anti-Corruption/Transparency. Corruption or lack of transparency in Local Government negatively affects the local business environment. The governance and anticorruption Web site contains information, tools and case studies on reducing corruption in governmental structures. <http://www1.worldbank.org/publicsector/anticorrupt/index.cfm>

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Example of an LED Implementation Plan: List of Development Projects

Soft Infrastructure Projects									
No.	Project Title	Total Value (€)	Funding Sources (%)		Implementing Partners	Duration	Starting Date	Targeted Group / Beneficiaries	
			Municipality	Community	Donors				
1.	'One-Stop Shop'	101,200	20%	10%	70%	3 months	March 2005	Private and public sectors	
2.	Public Relations, Lobbying and Advocacy between Municipality and Local Businesses	8,850	-	35%	65%	5 months	August 2005	Private and public sectors	
3.	Business Incubator	-	-	-	-	-	-	New start businesses	
4.	Training of Urban Development Planning Skills and Practices to City Hall Staff	14,700	20%	-	80%	1 year	January 2005	Public and private sectors, and community	
5.	Development of Municipal Geodesy (GIS) System	-	40%	-	60%	2 years	April 2005	Community	
6.	Training of 3 GIS Technicians	48,700	15%	-	85%	6 months	May 2006	Municipality and community	
7.	Development of Cadastral System	70,000	20%	-	80%	6-12 months	-	Public Sector, civil sector and private sector	
8.	Training of Municipal Staff in Information Technology	1,780	40%	-	60%	3 months	September 2005	Private and public sectors	
9.	Local Action Planning	11,550	15%	-	85%	1 year	April 2005	Community	
10.	Educational Scholarship Project for Underperforming Schoolchildren	202,500	20%	10%	70%	5 years	July 2005	Private sector and community	
11.	Development of Regulations for Protection, Utilization and Management of Drinking Water Supply	-	-	-	-	2 months	April 2005	Community	
12.	Collection of Local Information on Potential for Natural Resource Extraction	19,400	20%	-	80%	6 months	July 2006	Private and public sectors	

Local Economic Development Project Action Plan

<p>LED Project: 1 <i>Establish a 'One-Stop Shop' for business development to improve and facilitate municipal government-to-business relations</i></p>	<p>Type of Project: Encouraging Local Business Growth Encouraging New Enterprise</p>
<p>Project Description: Experienced LED and business development practitioners will facilitate the establishment of a 'One-Stop Shop' business center that will serve as a central point for business-municipal information and liaison. The 'One-Stop Shop' will enable the business community to obtain information, advice and guidance on municipal government administrative activities and services. Presently, no coordinated mechanism exists to provide such information to the local business community on the procedural, regulatory and business activities of the municipal government. Locally, there remains a high level of distrust between the business community and municipal government because of inconsistencies and contradictions in the design and delivery of municipal procedures. It is envisaged that the 'One-Stop Shop' will provide relevant and transparent information on business registration, the issuing of business permits, municipal procedures and requirements, and general business development. It is expected that the 'One-Stop Shop' will act as mediator between the business community and municipal government during the development and renewal of registration and permit issuance procedures. The 'One-Stop Shop' will provide information on changes to legislation and administrative procedures including taxes and collection, work permits, procedures on financial reporting, sanitation and technical conditions, fire and environmental protection etc. It is hoped that the 'One-Stop Shop' will facilitate the development of working partnerships between the municipal administration and the business community by providing business information to existing and new businesses. It will encourage information sharing and discussion between businesses, government and investors. In its first year, it is envisaged that the 'One-Stop Shop' will offer services free of charge and the following year an introductory charge will be applied.</p>	
<p>Expected Results:</p> <ul style="list-style-type: none"> ▪ Encourage the greater involvement of the local business community in the LED process. ▪ Provide support and advice for investors, new businesses and entrepreneurs. ▪ Increase the level of trust and interaction between the business community and municipal government. ▪ Reduce the level of business failures. ▪ Increase the level of fee-income received as business usage grows. ▪ Improve the business investment climate and enabling environment for internal and external investments. 	<p>Targeted Groups:</p> <ul style="list-style-type: none"> ▪ Current businesses and entrepreneurs that want information on the approaches to, and procedures of, registering a company or changing status. ▪ Potential business people who do not have knowledge or time to register or do not have financial means to engage a lawyer. ▪ External businesses and investors seeking information on the municipality and the local economy. ▪ Municipal government; the 'One-Stop Shop' will provide municipal employees with an opportunity to work with, and respond to, the views of municipal government.
<p>Potential Stakeholders: Business groups, associations and Chamber of Commerce Municipal government Municipal Office for Business Registration Donors, NGOs and charitable organizations</p>	<p>Potential Contributions to the Project: Technical assistance Direct local support, political support, the maintenance of a stable municipal environment Offering of business specific information Financial support Provision of office space and equipment</p>

<p>Preconditions:</p> <ul style="list-style-type: none"> ▪ Existence of suitable and knowledgeable project manager with relevant experience or understanding. ▪ A willing municipal government that wishes to change its working practices ▪ A suitable office location. ▪ Pledge of involvement from institutions involved with the legal and administrative aspects of businesses. 	<p>Risk Factors:</p> <ul style="list-style-type: none"> ▪ The 'One-Stop Shop' may be seen as just another part of the municipal government. ▪ The local economy is not favorable to businesses. ▪ Entrepreneurship is not a local strength ▪ Business people do not trust municipal officials as they lack transparency and honesty. ▪ Municipal government does not understand the business community.
<p>Estimated Expenses: €20,000 for starting in the first year and €10,000 for the second and third year Equipment: €8,000 Payment: €5,560 for two workers Variable Expenses: €2,100 Status: Presently searching for funding. In the case that no external funding is secured, funding will be sought from the municipal budget.</p>	
<p>Implementation Period: Starting date: July 2004 Completion: February 2005</p>	<p>Evaluation: Review after 6 months of action. Results will be monitored for each year in comparison with initial data of the number of businesses, number of employees, trust of business people in the local administration.</p>
<p>Contact Person: Director of the Business Department Tel: 0 234 5678 Ext. 7892</p>	
<p>Outputs:</p> <ul style="list-style-type: none"> ▪ Export promotion services offered to 45 business. ▪ Establishment of a business-government liaison group with six meetings held. ▪ Advice and guidance given to 100 businesses. ▪ Production of municipal leaflets/brochures on 4 aspects of municipal-business administration. 	

Example of an LED 'Vision to Projects' Matrix

Vision	Goals	Objectives	Programs	Projects
<p>This municipality will become a progressive municipality that connects with the entire region, its infrastructure and industry. It will have a business friendly enabling environment for rapid development of the private sector. It will become a modern urban town with a low level of unemployment, and will be an attractive place for investors and entrepreneurs.</p>	<p>G1: To develop LED institutional support systems that enable the local economy to develop more rapidly and dynamically.</p>	<p>G1:O1: To institutionalise an active stakeholder advisory group for LED strategy development and implementation.</p>	<p>G1:O1:PG1: Public-Private Stakeholder Partnership Development Program.</p>	<p>G1:O1:PG1: p1: Initiate and deliver a professional assistance training program in LED project principles and partnership working for municipal government staff and stakeholder partnership board</p> <p>G1:O1:PG1: p2: Initiate and deliver a training program for municipal government staff in project development and management skills (information technology; finance and governance)</p> <p>G1:O2:PG1: p1: Identify sectoral and regional linkages for possible sector-specific business associations</p>
<p>G2: To develop and encourage rural development opportunities and activities.</p>	<p>G1:O2: To enable the development of a dynamic and transparent business association.</p>	<p>G2:O1: To explore the opportunities for mineral, natural resource and agricultural development.</p>	<p>G2:O1:PG1: Rural Development Program.</p>	<p>G2:O1:PG1: p1: Undertake municipal survey of untapped mineral, natural resources in the municipality</p> <p>G2:O1:PG1: p2: Initiate a waste disposal management process for rural areas</p> <p>G2:O1:PG1: p3: Initiate and implement an agricultural technical assistance program for wheat production</p>
<p>G3: To ensure that municipal government activities are supportive of the business community and that they encourage business development.</p>	<p>G3:O1: To initiate with partner agencies, an integrated sustainable business support and service delivery mechanism to facilitate SME growth.</p>	<p>G3:O1:PG1: Demand-driven SME Training Program</p>	<p>G3:O1:PG1: p1: Identify, initiate and deliver a business development training program (propriety business, business plan preparation, administration, business finance, information technology)</p>	<p>G3:O1:PG2: p1: Prepare project brief, identify funding, and establish modest investment fund to assist new businesses</p>

Local Business Enabling Environment Survey²⁴

The aim of this **Local Business Enabling Environment Survey** is to obtain information on your perceptions of local conditions and regulations that affect local businesses. The goal is to highlight policies and practices that hinder business development and identify key opportunities and issues facing local businesses. Your answers should reflect only your experience of the city/municipal business enabling environment. The information obtained will be treated confidentially and neither your name, nor the name of your business will be used. The information will be used by the Local Economic Development Partnership in your city/municipality to help develop a strategy to develop the local economy. Your input to that strategy is invited by contacting: _____

I. Information About Your Business

Q.1 What is your position/job title in this business?

Owner	
Chief Executive/Chief Operating Officer/ Principal	
Manager (finance, marketing, personnel)	
Other (please specify) _____	

Q.2 Type of business activity?

Agricultural Production	
Manufacturing	
Retail Trade	
Service Sector	
Construction	
Other (please specify) _____	

Q.3 Organizational form. (please choose one)

Type	Private Enterprise	Public Enterprise
a) Partnership		
b) Sole proprietorship		
c) Cooperative		
Other (please specify) _____		

²⁴This survey instrument was designed by a team of consultants under the guidance of Gwen Swinburn, Senior Urban Specialist at the World Bank. The team included consultants Fergus Murphy, World Bank and Carmen Zarzu, Romania. Contributions were also received from Artan Rroji at the Foundation for Local Autonomy and Governance, Albania. Support for developing and piloting this survey was received from the Local Government Institute, Budapest, and the World Bank. The survey serves as a quick and easy tool to obtain the views from businesses and local institutions as inputs into a local economic development strategic planning process. As this instrument is piloted and used, the World Bank requests that results and suggestions for survey enhancement are sent to Gwen Swinburn at gswinburn@worldbank.org. LED practitioners are encouraged to abstract or reproduce the survey to suit their needs with the usual acknowledgements. A spreadsheet will shortly be prepared to facilitate the analysis of survey results. Further information about the local economic development program at the World Bank can be found at www.worldbank.org/urban/led and www.deltakosova.org/

Q.4 What are your key business products/services?

Q.5 How long has your business been active (years/months)? _____

Q.6 Please estimate the percentage of your products/services that are sold:

in your town/city area	%
in the region	%
within the country	%
outside the country	%

Q.7 How many people does your business currently employ (full-time equivalents)?

0	1-5	6-10	11-50	51-200	>201	N/a

II. Business Perspective on the Operating Environment

Q.8 Do you intend to expand your business? Yes Go to Q.8.1
 No Go to Q.9

Q.8.1 Where do you intend to expand your business? (please tick the appropriate box)

Within the Municipality	Outside the Municipality	Outside the Country

Q.9 Are you optimistic or pessimistic about the future of your business in your community?

- Optimistic
 Pessimistic

Q.10 Does the business experience difficulties in finding qualified people? Yes
 No

Q.11 In which skills areas do you think your staff need training? Rank each skills area from 1 to 9 according to priority, with 1 being the highest and 9 being the lowest.

a.) Technical skills	
b.) Accounting	
c.) Computer skills	
d.) Management	
e.) Marketing and Sales	
f.) Finance	
g.) Quality Control	
h.) Budgeting	
Other (please specify) _____	

Q.12 Where do you experience the main competition for your products/services? Using a scale of 1-3, please rank accordingly in order of importance, 1 being the most competition, 3 being the least.

a.) Other local businesses	
b.) National businesses	
c.) Foreign goods/suppliers	

Q.13 Do you think that business associations can help you develop your business?
 Yes
 No

Q.14 List any business association operating in your community.

Q.15 In which business sector would you invest in a new business?

Q.16 Please list in order of importance, the five most important factors that hinder you from expanding your business. (do not prompt)

1. _____
 2. _____
 3. _____
 4. _____
 5. _____

III. Perceptions of Municipal Government

Q.17 Approximately how many days per year does the owner/manager spend dealing with municipal government officials on regulatory requirements? _____ days.

Q.17.1 Do you consider this to be: too little reasonable too much

Q.18 Approximately how much time per year does it take you to process and receive all of the required licenses and permits that allow you to operate as a business (please include land, construction, waste water, all other permits and certifications) _____ days.

Q.18.1 Do you consider this to be: Too Little reasonable too much

- Q.19 Based on your current experience of municipal government practices, please rate each of the following practices in terms of how they currently impact your business. (Using a scale of 1-5, where 1 is *no impact* and 5 is the *most impact*, please circle the appropriate number).

MUNICIPAL PRACTICES	No Impact	Little Impact	Moderate Impact	Major Impact	Significant Impact
Rules and regulations change too frequently.	1	2	3	4	5
Too much time is spent in dealing with authorities.	1	2	3	4	5
Overlapping, duplicating and contradictory rules.	1	2	3	4	5
Rules are too complex and impossible to comply with.	1	2	3	4	5
Requirements are unpredictable and depend on officials.	1	2	3	4	5
Lack of clear regulations in some areas.	1	2	3	4	5
Costs are too high and unpredictable.	1	2	3	4	5
Use of municipal power in unfair competition.	1	2	3	4	5
Unregulated competition from informal sector economy.	1	2	3	4	5
Corruption and irregular practices.	1	2	3	4	5

- Q.20 Please list in order of importance, the three most important measures that the municipal government could introduce/undertake to make it easier for your business to grow. (do not prompt)

1. _____
 2. _____
 3. _____

- Q.21 From the list below and using a scale of 1-6 where 1 is the most important, please identify in order of importance, the measures that you would like to see introduced by the municipality that you think would support your business to develop and expand.

Municipal Measure	Rank in Importance (1-6)
Provide training and expertise for the business	
Improve procedures for businesses	
Provide information on business development	
Improve business support infrastructure	
Reforming local taxation policies	
Other (please specify) _____	

Q.22 Based on your current experience of factors that affect the growth and effective operation of your business, please rate each of the following factors in terms of how they impact your business. (Using a scale of 1-5, where 1 is *no impact* and 5 is the *most impact*, please circle the appropriate number).

INFRASTRUCTURE	No Impact	Little Impact	Moderate Impact	Major Impact	Significant Impact
Roads	1	2	3	4	5
Rail	1	2	3	4	5
Air Access	1	2	3	4	5
Port Access/services	1	2	3	4	5
Business premises/land	1	2	3	4	5

PUBLIC SERVICES	No Impact	Little Impact	Moderate Impact	Major Impact	Significant Impact
Tax administration	1	2	3	4	5
Business licensing and operating permits	1	2	3	4	5
Electricity supply	1	2	3	4	5
Water availability	1	2	3	4	5
Solid waste disposal	1	2	3	4	5
Telecommunications availability	1	2	3	4	5
Police Protection	1	2	3	4	5
Fire Protection	1	2	3	4	5
Planning and zoning regulations	1	2	3	4	5

QUALITY OF LIFE	No Impact	Little Impact	Moderate Impact	Major Impact	Significant Impact
Tax rates	1	2	3	4	5
Medical care and hospitals	1	2	3	4	5
Education system	1	2	3	4	5
Hotel facilities	1	2	3	4	5
Conference facilities	1	2	3	4	5
Telecommunication costs	1	2	3	4	5
Crime, theft and disorder	1	2	3	4	5
Housing costs and availability	1	2	3	4	5
Recreation amenities	1	2	3	4	5

OTHER	No Impact	Little Impact	Moderate Impact	Major Impact	Significant Impact
Lack of qualified personnel	1	2	3	4	5
Customs and trade regulations	1	2	3	4	5
Corruption	1	2	3	4	5
Access to, and cost of, financing	1	2	3	4	5
Availability of effective business support services	1	2	3	4	5

Q.23 Based on your current experience, how good do you think the support to Small and Medium-sized Enterprises (SMEs) is in your community? (Using a scale of 1-5 where 1 is *poor* and 5 is *excellent*, please circle the appropriate number).

SUPPORT TO SMEs	Poor	Fair	Satisfactory	Good	Excellent
Business Associations	1	2	3	4	5
Professional Associations	1	2	3	4	5
Municipal Government	1	2	3	4	5
Central Government	1	2	3	4	5
Professional Private Services	1	2	3	4	5
Local Economic Development Office	1	2	3	4	5
International Organizations	1	2	3	4	5
Non-Governmental Organizations	1	2	3	4	5

Q.24 How would you rate your relationship with the following bodies/departments? (Using a scale of 1-5 where 1 is *poor* and 5 is *excellent*, please circle the appropriate number).

WORKING RELATIONSHIPS	Poor	Fair	Satisfactory	Good	Excellent
Mayor	1	2	3	4	5
City Council	1	2	3	4	5
LED Team in City Hall	1	2	3	4	5
Municipal Finance and Tax Department	1	2	3	4	5
Economic Development Office of the Regional Government	1	2	3	4	5
Perfect	1	2	3	4	5
National/State Tax and Income Tax Directorate	1	2	3	4	5

Q.25 Which municipal government department most positively affects the development of your business and why?

Q.26 Which municipal government department most negatively affects the development of your business and why?

Q.27 Can you name one municipal government department that deals with local economic development?

- Yes Please provide the name of the department _____
- No

Q.28 Which of the following groups, if any, is the most active in promoting local economic development in your community? (please tick/check only one)

Municipality	
A formal incorporated public-private partnership organization	
Private business (Chamber of Commerce, Board of Trade)	
Other (please specify) _____	
Do not know	

Q.28.1 Does the municipal government provide any LED funding for external organizations? If yes, please specify which organization.

- Yes _____
- No
- Do not know

Q.29 Which of the following best describes the situation with regard the organization and delivery of local economic development in your municipality? (please tick/check only one)

The office of the Mayor/chief executive officer/city manager has responsibility for local economic development activities	
Local economic development activities are centralized in a separate department/division	
Local economic development is decentralized and functions are carried out by several line departments	
Some local economic development functions are centralized while others are carried out by separate line departments	
Local economic development is a function of a larger agency, such as a community development department, that is responsible for housing, zoning, and inspections	
Do not know	

IV. Business View on the Economic Development of the Community

Q.30 In order of importance, which are the three fastest growing sectors/industries in your community?

Q.31 In your opinion, which are the three sectors/industries that are declining the most in your community?

Q.32 Which are the three most attractive businesses enabling environment features about your community for investors (three strengths)?

Q.33 In order of importance, which are the three worst businesses enabling environment features (three weaknesses)?

1. _____

2. _____

3. _____

Q.34 In your opinion, how has the overall business enabling environment changed over the last three years? (Please circle the appropriate number)

Improved	Stayed the Same	Deteriorated
1	2	3

Q.35 What three things could you do to contribute towards the development of the local economy in your city?

1. _____

2. _____

3. _____

Q.36 From the list below, please select the most appropriate description that describes the development of your community’s economy during the last five years. (please tick/check only one)

Rapid growth	
Moderate growth	
Slow growth	
Economic base is stable; no real growth or decline	
Modest decline	
Significant decline	

Q.37 Does your municipality have an official economic development plan?

- Yes Go to Q.37.1
- No Go to end

Q.37.1 Do you or somebody you know that participated in the economic development process, know which of the following methods were used to develop the plan? (check/tick all that are applicable)

Business needs survey	
Citizen survey	
Advisory committees appointed to represent the entire community	
Special interest advisory groups (e.g., city center/downtown merchants, top industry representatives)	
Elected neighbourhood commissions	
Open meetings/public hearings	
Inspections/evaluations of the condition of existing facilities	
Consultant studies (please provide a brief description of what these were) _____	
Analysis of local data on permits, employment, etc.	
Information from state agencies responsible for economic development	
Other (please specify) _____	

Thank You

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