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Urban Studies

Strategic Approach to Urban Challenges

Co-sponsored by the Local Government and Public Service Reform Initiative (LGI)
of the Open Society Institute, Budapest

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Course Directors: **Liviu Ianasi**, "Ion Mincu" University of Architecture and Planning, Bucharest
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Kenneth Davey is a Professor in the School of Public Policy at the University of Birmingham, of which he was the first Head, having previously been Director of one of its constituents, the Institute of Local Government Studies. He has worked as a consultant on local government finance and management in 25 countries for the World Bank, British technical assistance and other donors. During the last decade Ken Davey has worked almost continuously on local government reform in Central and Eastern Europe, directing British Know How Fund programs in Czech Republic, Hungary and Slovakia, and advised the Ukraine Government on fiscal decentralization. He is also a member of the Steering Committee of LGI.

John Driscoll AICP, is a Lecturer in Urban Planning, Assistant Director and Senior Research Associate at the Center for Urban Development Studies at the Harvard Graduate School of Design. He has assisted local governments in the planning and implementation of city development strategies, large-scale neighborhood regeneration projects and community based development initiatives. He specializes in capacity building through training and technical assistance and has conducted numerous policy reviews and research studies on urban programs and projects. He serves on the board of a Boston NGO providing affordable housing and has over twenty-five years of cross regional experience in Eastern Europe, the Middle East, Sub-Saharan Africa and Asia.

Liviu Ianasi was educated at Iasi Technical University, and received his M.A. in architecture and planning from Bucharest Institute of Architecture in 1982. Since 1990 Mr. Ianasi has been an instructor, since 2001 dean at the Ion Mincu Institute of Architecture and the Iasi School of Architecture, where he teaches courses on urban management, urban legislation, public administration, urban operations, and participatory planning. In addition, Mr. Ianasi has served as vice chairman of the Committee on Human Settlements of the UN Economic Commission of Europe and has worked both as country representative and an expert for the commission. He is also a member of the Steering Committee of LGI.

Katalin Pallai after studies of urban planning, political science and public policies has specialized in urban policies and finance. Since 1991, she has been working for the Mayor of Budapest in his expert team. She was a participant in the drafting and implementation of the economic and urban policy reforms in Budapest. During the last two decades, as chief planner of different policy reform and development concepts, she has led the work large groups of experts from various fields. She is also involved in training activities and consulting in various countries of the post-socialist region on the commission of major international institutions and firms. Ms. Pallai has also published books and articles on urban

management, and development planning, on decentralization and local government reforms. She is also a member of the Steering Committee of LGI.

Diane Stone is Professor and Co-Director of the Center for Policy Studies at the Central European University, Budapest from January 2004. Her research interests cover global policy networks, the World Bank, the transnationalisation of knowledge elites, the political economy of higher education, and policy transfer. Her most recent edited book is "Think Tank Traditions: Policy Research and the Politics of Ideas" (Manchester University Press, 2004). She has regular interaction in the development (studies) community as a member of the Governing Body of the Global Development Network (www.gdnet.org) and as a Member of Council and Trustee of the Overseas Development Institute, London. During 1999 she was seconded to the World Bank Institute.

Katalin Tanczos is the head of department of Transport Economics at the Budapest University of Technology and Economics. She has got PhD and DSc. She received the highest national scientific acknowledgement (Szechenyi prize) in 1998 for her scientific work. She performs public scientific activity in the framework of several national and international organizations. She is the member of External Advisory Group of EU DG TREN (Sustainable mobility and Intermodality), the council member of Association of European Transport, the steering committee member of ECMT (Sustainable Urban Travel). She is the member of the Scientific Committees for Transport, Logistics and Environment of the Hungarian Academy of Science. She works regularly as invited consultant for the Ministry of Transport, the Hungarian State Railways (MÁV), the Budapest Transport Company (BKV), and as local advisor for international companies (Deutsche Eisenbahn Consult, Hamburg Consult, SOFRETU, SOFRAIL, Halcrow-Transman, WS Atkins). She has been invited to join the IDIOMA project (EU 4th FW). Her special field of interest is the economics related problems of transportation and logistics, like internalization of externalities, pricing, railway charging, project financing, institutional reorganization, privatization. She has several publications in these topics in Hungarian and foreign languages.

SPECIAL APPLICATION REQUIREMENT

Course applicants will be asked to submit a case study as the equivalent of one of the general application requirements listed in Section VIII. Attachments of the application form ("An English language article/research paper in progress, which you would like to develop for publishing as the outcome of the course").

The study should be a maximum three-page long description of a case proposed to be developed. The case subject should be from the problematics of urban management – urban planning, urban policies, public services, urban expansion, inter-communal cooperation, urban programs and projects. According to the quality of pre-course work, the developed case might be considered for presentation during the course, or for later publication. Both the description and, later, the cases will be in English language.

COURSE OBJECTIVES

Urban management is an interdisciplinary activity. It targets the coordination of various sectoral and functional policies to optimize the intervention package and resource utilization of the local government. The proposed course is aimed at offering knowledge related to both new understanding and approaches in solving urban problems and establishing an integrated urban strategic management in a changing world.

The course specifically aims at:

- Increased capacity of assessing the impact of globalization related processes on urban and city management practices;
- Transferring knowledge and favoring exchange of ideas and experience from various fields of urban and city management;
- Fostering professional development in urban strategic management in the countries with no or little experience of such practices.

COURSE CONTENT

The idea and core content of the course is based on the joint World bank Institute – OSI/LGI Urban and City Management Course that has already been successfully presented several times for practitioners

in the region. The SUN course is redesigned to include more theoretical underpinnings and analysis of specific policy options. A great emphasis is put on policy analysis of cases brought into the class by course participants.

The course will focus on the urban and city policy related processes (analysis, formulation, acceptance and implementation) and strategic planning and implementation methodologies. It will start from the review of the context where local governments operate and the available strategic planning approaches, after it will single out specific issues related to financial and sector policies, and in the closing block it will reconnect issues through the discussion of some integrated urban strategies. The course will cover issues like decentralization, strategic planning methodology and practice and will have discussions on municipal finance and service delivery with special attention to local financial management and different partnership arrangements. The sectors like transportation, utilities, as well as programs and projects of urban rehabilitation, local economic development and urban development will be analyzed in detail. On the other hand, issues such as social inclusion, environment and urban economy will be treated as cross cutting issues and discussed through their implication and relevance to the various key topics. Overall, the course will be specifically tailored around the crucial issues of local governance in the post-socialist region, but will include also case studies from different parts of the world.

COURSE MODULES

1. Urban development and policy framework

This block reviews the process of globalization and the changing role of the public sector within this process. As an introduction we intend to start from the wide picture. After this general introduction the specific knowledge related to urban and regional processes is presented. The second part of this block builds specific understanding of the role of different levels of governments in a decentralized structure of public administration and offers an overview of general regional and local policy concepts. In its third part the block also offers an analysis of the post-socialist urban heritage and the current conditions and challenges of urban management in the post-socialist region.

2. Strategic planning

The second block will discuss the planning and implementation of the overall urban strategy and management policy. As an introduction to the discussion a general picture will be drawn on the logic of different private and public sector planning methods, their differences and on the organization of the policy process.

The rest of the block presents an introduction to strategic planning and management of the comprehensive urban policy. The presentation includes both the elements of the strategic process and alternatives forms of its organization. It shows models for the organization of the planning and policy processes, and for the integration of various strategies. It will also review the relevance of various strategic methodologies for planning in different urban and political conditions and their implications to policy integration, stakeholder input and outcomes.

3. Urban finance

This block offers a general overview of elements of urban finance in a form accessible for people with no background in public finance. The presentation attempts to build basic understanding of revenue sources, various expenditure types and the basic logic of sustainable local financial management. The discussion will focus on the implications of these different tools to different policies.

The discussion of the Capital Investment Planning and Programming methodologies will close the discussion of urban finances. This topic will offer an opportunity to conceptually connect the strategic methodologies from block 2 to the financial planning methodologies presented in this block. This discussion will offer ample possibility for faculty to build understanding on policy integration, the key topic of the course, i.e. on the interdependence of choices among different policy alternatives for the different policy fields within urban management.

4. Sector strategies

The block will offer a short analysis of the policies of selected sectors that play a crucial role in urban management. As an introduction to the discussion basic ideas will be presented, like the concept of public goods, local public goods and the arguments on the public and private provision of such goods. This

introduction will offer a rational framework to discuss policy choices related to basic urban services related to their organization, provision and finance.

The topics discussed will focus on the local public and semi public goods. Infrastructure policies will play the crucial role, but some local social services and policies will also be presented. Besides building the necessary understanding of urban problems and cutting edge sector policy concepts, this block also attempts to use the concepts of policy formulation, strategy drafting and financing that were introduced in modules 2 and 3. Through the review of the sector policies concrete examples will be offered to illustrate the concepts previously presented.

5. Overreaching combinations of strategies

The last block turns back to the level of comprehensive policies. Through the presentation of the most interdisciplinary policy areas of urban management (like rehabilitation, local economic development planning, etc) the participants will learn how the multi-faceted nature of urban conditions and problems can be addressed with an integrated set of policies and interventions. They will also have the opportunity to use the various conceptual elements that were presented in the previous blocks for the analysis of strategies for complex urban problems.

PRE-COURSE WORK

Course participants will be required to develop the case proposed in the application. The subject and the structure of the case-paper will be reviewed by the course directors and the use of the case-paper will be decided according to progress made during pre-course work. The topics chosen have to be relevant for the problems participants' cities are facing and to be related to participants' experience/knowledge in the domain of city management.

The participants will receive guidance via email during the pre-course period, based on successive drafts submitted, according to the schedule communicated with the selection results. All cases will be discussed and participants are expected to revise their papers during the course on the basis of the new concepts and knowledge acquired. The best developed and the most relevant papers will be presented to other participants, in group debates or in plenary sessions; later expansion or adaptation might be encouraged for publication, as articles, discussion papers or in the collection of cases for other City Management courses.

EVALUATION

The participants will be evaluated based on their final papers, performance during the policy discussions, and the overall contribution to class discussion.

DRAFT AGENDA OF THE COURSE

1st WEEK		
Day 1	morning	Globalization and the changing roles of the public sector – Diane Leslie Stone Trends in urban planning and development: the EU perspective – Liviu Ianasi
	afternoon	Introduction to writing effective policy papers I. – Masa Djordjevic
Day 2	morning	The urban challenge in post-socialist countries – Liviu Ianasi Urban development in Budapest – Katalin Pallai Professional site visits: Public-private and community partnerships in urban renewal: Budapest inner areas – Katalin Pallai
	afternoon	Professional site visits: Public-private and community partnerships in urban renewal: Budapest inner areas (continuation) – Katalin Pallai Professional site visits and discussion with local professionals: Visit to REV 8 rehabilitation agency – Csilla Sárkány and György Alföldi
Day 3	morning	Strategic planning methodology – Katalin Pallai Urban policies and urban planning – Liviu Ianasi and John Driscoll Cases: Kansas strategy (USA) – John Driscoll The evolution of Budapest’s urban strategies – Katalin Pallai Discussion
	afternoon	Introduction to writing effective policy papers II. – Masa Djordjevic
Day 4	morning	Multi-level strategic processes – Katalin Pallai Discussion of cases from the region Small city case: Focsani (RO) – John Driscoll and Liviu Ianasi Large city case: Budapest (HU) – Katalin Pallai Metropolitan area case: Oradea (RO) - John Driscoll and Liviu Ianasi Presentation and discussion of participants’ case studies – moderated by L. Ianasi
	afternoon	Professional site-seeing tour: Presentation on site on the historic development of the city of Budapest followed with visits to sites with developmental potential (brownfields, decaying areas, etc.) – Katalin Pallai
Day 5	morning	Public goods, public choices and financing alternatives - Ken Davey, Local revenues, expenditures – Ken Davey Local financial management – Ken Davey
	afternoon	Discussion of local finance related cases presented by participants – moderated by Ken Davey

2nd WEEK		
Day 6	morning	Case: The financial management reform in Budapest (HU) – Katalin Pallai Coordination of strategic and financial planning - Ken Davey Capital Investment Planning cases Focsani (RO) – John Driscoll and Liviu Ianasi Budapest (HU) – Katalin Pallai Poznan and Zvolen (PL) – Katalin Pallai Integrated strategic management – Katalin Pallai and John Driscoll
Day 7	morning	Urban transport strategies - Katalin Tánczos Planning, organization and regulation of public transport - Katalin Tánczos Financing, pricing and subsidy schemes - Katalin Tánczos
	afternoon	Presentation and discussion of participants’ case studies – moderated by Katalin Tánczos
Day 8	morning	Local Economic Development – Liviu Ianasi Partnership with the private sector – Katalin Pallai Infrastructure policies – Liviu Ianasi and Katalin Pallai
	afternoon	Utility subsidy schemes – Katalin Pallai
Day 9	morning	Urban rehabilitation cases: Boston – John Driscoll Budapest – Katalin Pallai Lubin – John Driscoll Regional and inter-communal cooperation – John Driscoll Discussion: Urban rehabilitation – moderated by John Driscoll and Katalin Pallai
Day 10	morning	Community partnership cases: Boston (USA) – John Driscoll Tirana (AL) – John Driscoll Discussion: Working with the community – moderated by John Driscoll Course Synthesis Discussion

Non-discrimination policy statement

Central European University does not discriminate on the basis of - including, but not limited to - race, color, national and ethnic origin, religion, gender or sexual orientation in administering its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.