

**FCM PROGRAMS / PROGRAMMES / PROGRAMAS**

# **Knowledge Toolbox**

## **Répertoire des outils de connaissances**

### **Caja de herramientas del conocimiento**

July / Juillet / Julio 2017

## How to use this toolbox

The Knowledge Toolbox is a **clickable**, user-friendly guide designed for **quick access** to a variety of **print, audio and video** knowledge products that FCM Programs has produced. Almost all resources are available in English: Simply click on the cover page of the resource that you want to access. Or refer to the language key on the Table of Contents page and click on the language symbol of the resource for that version.

The toolbox is divided into two main sections: **Municipal Development** and **Thematic Resources on Local Economic Development (LED)**. Use the hyperlinked page number in the Table of Contents to go directly to that section. Documents that have multiple themes will appear only once. Case studies, good practices and success stories are divided by project.

We love to hear your questions and comments. Please contact us at [plavoie@fcm.ca](mailto:plavoie@fcm.ca) or [fcminternational@fcm.ca](mailto:fcminternational@fcm.ca)

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## Comment utiliser cette boîte à outils

Le répertoire des outils de connaissances est un guide convivial et **cliquable** conçu pour un **accès rapide** à une variété de **produits d'impression, audio et vidéo** qui ont été produits par les programmes de la FCM. Presque toutes les ressources sont disponibles en anglais: cliquez simplement sur la page couverture de la ressource à laquelle vous souhaitez accéder. Pour la version française et les autres langues, consultez la légende de la page de table des matières et cliquez sur le symbole de la ressource pour cette version.

La boîte à outils est divisée en deux sections principales: **développement municipal et ressources thématiques sur le développement économique local (DEL)**. Utilisez le numéro de page hyperlié dans la table des matières pour accéder directement à une section. Les documents comportant plusieurs thèmes ne s'affichent qu'une seule fois. Les études de cas, les bonnes pratiques et les histoires de succès sont divisés par projet.

Nous aimons recevoir vos questions et commentaires. Communiquez avec nous à [plavoie@fcm.ca](mailto:plavoie@fcm.ca) ou à [fcminternational@fcm.ca](mailto:fcminternational@fcm.ca)

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## Cómo utilizar esta caja de herramientas del conocimiento

La caja de herramientas de conocimiento es una **guía amigable** diseñada para permitir un **acceso rápido** a una variedad **de documentos, de audio y de vídeo** que han sido producidos por los programas de la FCM. Casi todos los recursos están disponibles en inglés: basta con hacer clic en la portada de recurso que desea acceder. Para el español y otros idiomas, véase la leyenda de la tabla de contenidos y haga clic en el símbolo del recurso para esta versión.

La caja de herramientas se divide en dos secciones principales: el **desarrollo municipal** y **los recursos temáticos en el desarrollo económico local (DEL)**. Utilice el número de página con hipervínculo en la tabla de contenido para saltar a esta sección. Los documentos con varios temas se muestran sólo una vez. Los estudios de caso, mejores prácticas y historias de éxito se dividen por proyecto.

Nos encanta recibir sus preguntas y comentarios. Contacte con nosotros en [plavoie@fcm.ca](mailto:plavoie@fcm.ca) o [fcminternational@fcm.ca](mailto:fcminternational@fcm.ca)

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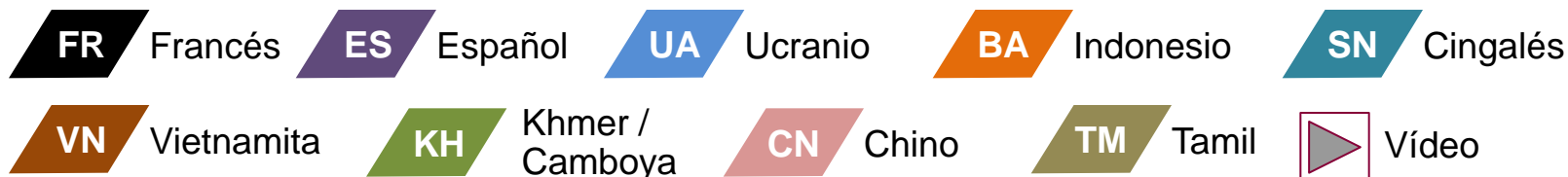
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# Municipal Development

## Développement municipal

### Desarrollo municipal



# 1

GLOBAL POLICIES AND PRINCIPLES FOR  
MUNICIPAL DEVELOPMENT COOPERATION

POLITIQUES GLOBALES ET PRINCIPES POUR  
LA COOPÉRATION MUNICIPALE

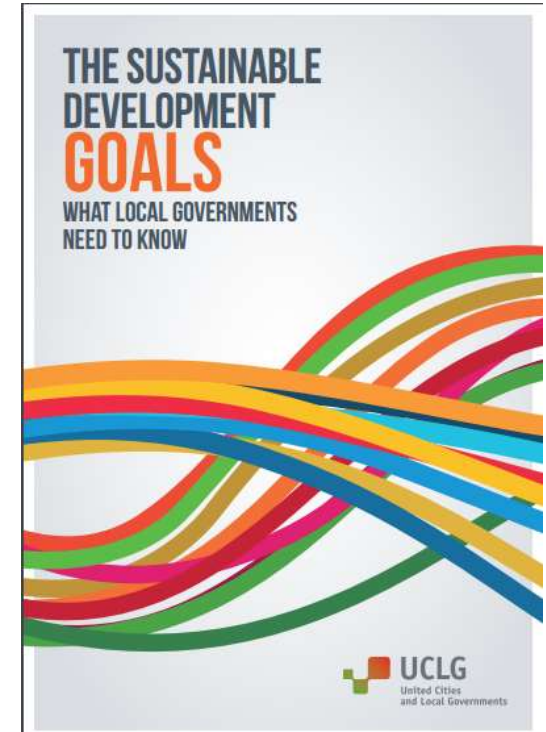
POLÍTICAS GLOBALES Y PRINCIPIOS PARA  
LA COOPERACIÓN MUNICIPAL



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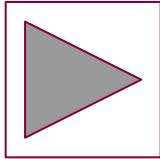


# 2

MUNICIPAL CAPACITY DEVELOPMENT

DÉVELOPPEMENT DES CAPACITÉS MUNICIPALES

DESARROLLO DE LA CAPACIDAD MUNICIPAL



FCM International Programs (2017)  
Programmes internationaux de la FCM (2017)  
Programas internacionales de la FCM (2017)



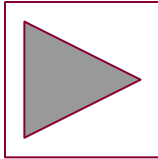
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<http://www.fcm.ca/home/resources/multimedia/local-economic-development.htm>

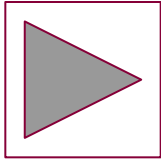
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FCM International's 25<sup>th</sup> & 30<sup>th</sup> Anniversary Videos  
Vidéos des 25<sup>e</sup> & 30<sup>e</sup> anniversaires de FCM International  
Vídeos de los 25<sup>o</sup> & 30<sup>o</sup> aniversarios de la FCM Internacional



## Intercultural Effectiveness Efficacité interculturelle Eficacia Intercultural





## FCM Programs' Briefings

Briefings sur les programmes de la FCM  
Briefings sobre los programas de la FCM



[VIDEO: Welcome to FCM Programs](#)

Sébastien Hamel, Director



[VIDÉO: Bienvenue aux programmes de la FCM](#)

Sébastien Hamel, Directeur



[VIDEO: Caribbean Local Economic Development Project \(CARILED\)](#)

Alix Yule, Former Program Director



[VIDEO: Sustainable and Inclusive Communities in Latin America \(CISAL\)](#)

Christopher Yeomans, Program Director



[VIDÉO: Collectivités inclusives et durables en Amérique latine \(CISAL\)](#)

Christopher Yeomans, Directeur de programme



[VIDÉO: Partenaires municipaux pour le développement économique \(PCM2\)](#)

Martin Blackburn, Directeur de programme




[VIDEO: Partnership for Local Economic Development and Democratic Governance \(PLEDDG\)](#)

Alexander Kucherenko, Program Director

# Your guide to municipal institutions in Canada

territories regional government  
national municipalities provinces territories  
government elections citizens  
national municipalities provinces territories  
citizens municipalities government



FEDERATION OF CANADIAN  
MUNICIPALITIES  
International Centre for Municipal Development

FCM

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Federation of Canadian Municipalities

## FCM Approach to International Municipal Development

**Introduction**

The Federation of Canadian Municipalities (FCM) is the national peak body representing municipal government in Canada. Its mission is to improve the quality of life in all communities by promoting strong, effective and accountable municipal government. The International Centre for Municipal Development (ICMD) represents FCM internationally. It works to help local governments around the world develop their capacity to deliver better services, promote economic growth and encourage the participation of their citizens.

Municipalities, as the main form of government closest to the people, are recognized as the best to develop. They apply their services that create healthy and livable cities for work, leisure and children. They provide and manage infrastructure to sustain the local community. They support economic growth that provides opportunities for more the prosper among their citizens. They also give people in communities a voice to influence the policies and programs that affect them.

In the same vein, municipalities struggle with problems such as poverty, pollution, and lack of funding. Collaboration of local economic development of projects from the central government without adequate resources, population growth in urban centres, and municipal services. By democratic rights are of citizens that impact a municipality's capacity to address the needs of its citizens.

Since 1987, FCM has worked with municipalities around the world to help them improve their capacity to deliver quality life improvements to all of their citizens. Through its experience with economic and livable cities across the world, FCM has developed an international approach that shares municipal government with a variety of international, national, subnational and institutional. The approach, which is based on the FCM's relationship with its partner municipalities in Canada and elsewhere.

The FCM Municipal Capacity Development Framework uses a methodology of conceptual of two articles - the municipal government and the community. A self-managing municipal government comprises three key elements:

1. good strategic leadership (vision, mission, goals, etc.);
2. good resource management (financial, human resources, other departments, etc.);
3. good service delivery (local management, service, or contract, services, social services, etc.).

A municipal government and its community are linked together through various forms of governance (such as elections, open council meetings, task force, committees, and tradition) or shared institutions of dialogue, etc., that enable them to communicate on the needs and problems of the community.

The municipality is also subject to its external environment:

- It is influenced by the political, legal, and regulatory framework.
- It interacts with various national and international institutions that help the municipal government deliver best services to the community.
- It is affected by the global context.

**The Municipal Capacity Development Framework**

Local entities are recognized as a system in which municipal government interacts with a multitude of players (such as elected officials, municipal employees, community groups, private sector, etc.) and have to make its delivery services to the community. The Municipal Capacity Development Framework was designed to describe these relationships. FCM uses the framework to analyze the current status which projects will identify to identify the strengths and weaknesses of existing structures, relationships and capacities to deliver services that need support within a given municipality, and to target where its interventions should best be placed within a municipality and the national, regional and global context.

Working with key stakeholders within the system of municipal government, FCM design programs that help municipalities evaluate their strategic leadership, strengthen their resource management and improve their delivery of services to the community. FCM supports municipal governments to improve their capacity to address the community in its development and planning processes. FCM also helps local government find ways to cooperate with community organizations and private businesses in developing alternative service delivery mechanisms.

While FCM continues to work on ways to improve municipal government with a municipal government, it recognizes that municipalities exist within a larger world that has a significant impact on how municipal governments operate. FCM helps in identifying policies and programs for municipal development at the national level within a country through its work with national governments, national associations of municipal governments, research centres, international advisory centres, professional associations and other institutions involved with municipal

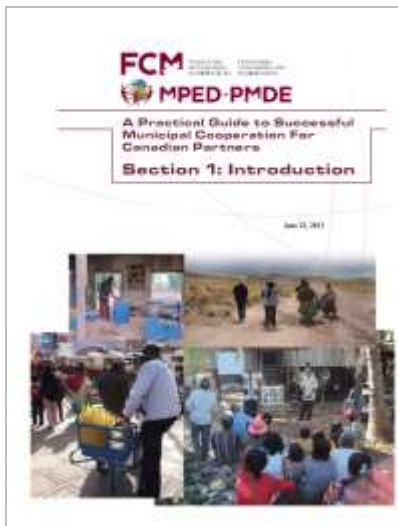


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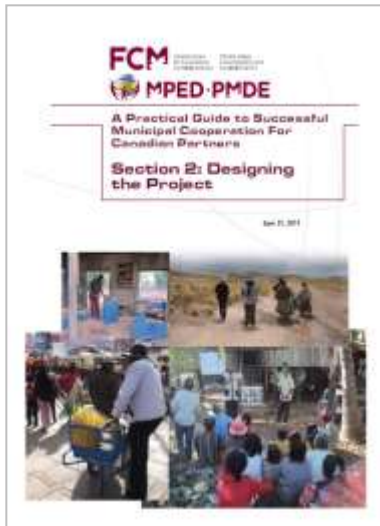
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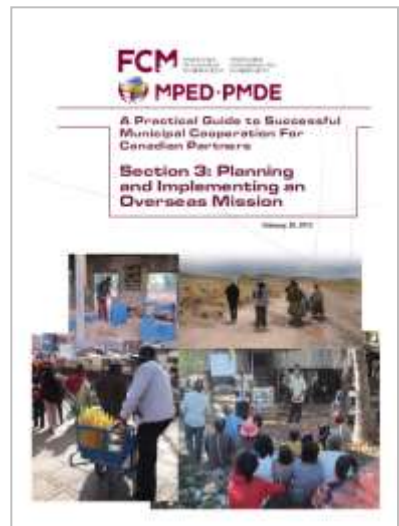




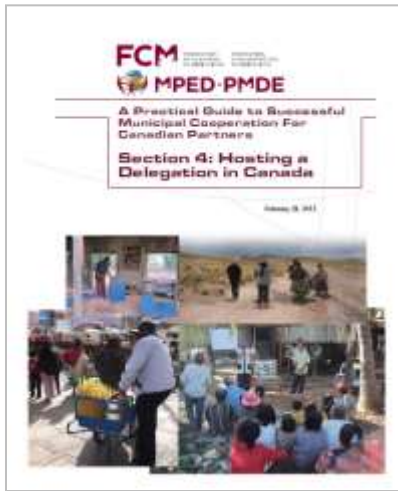
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**The development of municipal services through a pilot-project approach: The case of a composting project in the City of Banda Aceh**



**CASE STUDY: LOCAL ECONOMIC DEVELOPMENT IN THE CITY OF ESCALANTE, PHILIPPINES**

MUNICIPAL PARTNERS FOR ECONOMIC DEVELOPMENT PROGRAM

Insights from an international City-to-City cooperation project, 10 years later

**1. THE CITY OF ESCALANTE: ITS STRENGTHS AND HOPES FOR THE FUTURE**

In November 2002, the Town of Amherst commenced a development cooperation program with the City of Escalante in the Philippines. The first series of visits and consultations were conducted in the months that followed to determine the areas of intervention for this collaboration and an agreement was reached in mid-2003 to focus the project on supporting Escalante in preparing a local economic development (LED) strategy looking at business attraction, business expansion and investment.

The City of Escalante is located in the province of Negros Occidental. It consists of 23 Barangays (political and administrative subdivisions) and has a population of approximately 80,000 inhabitants (2002). Agriculture, fishing and the city's five seaports are the main sources of revenue. Two holiday beach resorts also employ residents. In the future, Escalante hopes to become a food growth center for the province, a gateway for commerce, trade and industry, and a major tourist destination on Negros Island. Despite its strengths, the City also faces many challenges, which include the mono-crop economy characteristic of the area, low agricultural productivity, inadequate infrastructure

facilities, an insufficient water supply system, and limited capacity of the local authority to deliver basic services.

City officials wanted to better understand their overall role in economic development and to develop and institutionalize the necessary systems and tools to

From 2002 to 2005, the Town of Amherst, Canada, and the City of Escalante, Philippines, worked together through a cooperation program of the Federation of Canadian Municipalities (FCM) to assist the local economy of Escalante. The main task, in the context of 2010, Singapore - Escalante Twin Sister for the Town of Amherst - was the opportunity to use its know-how to assist in the development of their economy. This case study highlights some of the key outcomes and the potential value of the planning process, thanks to the commitment from the outset to local university and stakeholder participation in design and implementation.

**CREDITS**  
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Design: Phineas Graf  
 Date: 2016/2017  
 For more information: [www.fcm.ca](http://www.fcm.ca)  
   



# Local Government Participatory Practices Manual

A toolkit to support public participation in municipal decision making

- Information Publication 
- Resource Centre 
- Community Outreach 
- Electronic Bulletin Board 
- Public Meeting 
- Public Hearing 
- Open House 
- Workshop 
- Design Charrette 
- Focus Group 
- Survey 
- Participatory Television 
- Mediation Session 
- Citizen Advisory Group 
- Referendum 

FCM International Centre for Municipal Development

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## ÉTUDE DE CAS : GOUVERNER ET DÉVELOPPER EN INTERCOMMUNALITÉ

L'expérience de la Communauté des Municipalités de la Région des Palmes (CMRP), Haïti



### INTRODUCTION

À l'échelle du monde qui nous Haïti le 10 janvier 2010, un groupe d'élus locaux collabore pour faire de leur région la région la plus verte d'Haïti. Ils croient en une région des Palmes qui soit productive et compétitive sur le plan agricole et commercial, veine une zone d'attraction pour des investissements nationaux et internationaux, visionnaires et ambitieux. Ces élus ont réinventé les deux défis sur terre et ont trouvé un moyen de mettre en œuvre leur projet. Quatre ans après le tremblement de terre d'une magnitude de 7,0 à 7,5 qui a dévasté leurs communautés, les élus des communes de Petit-Goâve, Grand-Goâve, Léogâne et Gressier ont mis en place la première expérience intercommunale du pays : la Communauté des Municipalités de la Région des Palmes (CMRP).

La CMRP est active d'une Direction administrative et Technique de l'Intercommunalité des Palmes (DITIP). Sur cette forme de gestion innovante, les communes partagent volontairement un objectif précis et pragmatique : mutualiser leurs moyens, ressources et compétences pour relever les défis de la reconstruction et du

développement économique de leur territoire. Le 12 avril 2010, dans le cadre d'un atelier engagé en collaboration avec ONU-HABITAT et le Programme des Nations-Unies pour le Développement (PNUD), le Ministère de la Planification et de la Coopération Extérieure (MPCÉ) sélectionne deux « Cas structurels » destinés à permettre d'acquiescer les défis de leur fonction politique et la consolidation de leur capacité à définir des orientations

À l'heure actuelle, le projet politique de la CMRP et les réalisations qui en découlent sont sans précédent, voire impressionnantes compte tenu du contexte dans lequel elles s'inscrivent. Les représentants des communes poursuivent la structuration de leur fonction politique et la consolidation de leur capacité à définir des orientations



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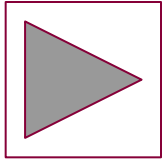
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FEDERATION OF CANADIAN MUNICIPALITIES

FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

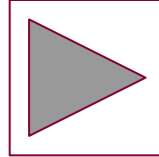


# Municipal Governance & Strategy Implementation

## Gouvernance municipale et mise en œuvre de stratégies

## Gobernanza municipal y implementación de estrategias





## Implementing and Managing Change

presented by

***Marten Kruyse***

Manager, Strategic Economic Initiatives  
at District of North Vancouver

and

***George Matteotti***

Director, Project and Business Liaison Office,  
Sustainable Development City of Edmonton



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International Journal of Project Management 35 (2017) 44–63

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Project  
Management  
[www.elsevier.com/locate/ijproman](http://www.elsevier.com/locate/ijproman)

## Success conditions for international development capacity building projects

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Available online xxx

### Abstract

Current research on success factors fails to adequately explain why development projects will achieve success in one setting yet not in others, thus making improvements to project management practice difficult. By examining the underlying conditions enabling project success, we provide additional context and practical meaning for success factors. Through a case-study and a qualitative analysis of twenty interviews with project practitioners, we look into four capacity building projects in Ghana, Indonesia, Sri Lanka and Vietnam and draw out structural, institutional, and managerial success conditions, whether they are initial or emergent. We further propose a hypothesis that high levels of multi-stakeholder commitment, collaboration, alignment, and adaptation are necessary for projects to succeed. Thus, we put the ability of projects to deliver development into context and call on practitioners to harness their ability to trigger development through a better understanding of enabling success conditions or the right circumstances under which projects thrive.  
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**Keywords:** Success conditions; Success factors; International development project; Project context; Capacity building

### 1. Introduction

In 2004, PlayPump International, a development NGO, tested a delivery system to provide fresh water to sub-Saharan African villages where there are plenty of children but limited clean water sources. They conceived of a merry-go-around hunked up to a water pump that was to harness the energy of playful children. The goal of the PlayPump project was to install 4000 pumps in Africa by 2010 and to provide clean drinking water to some ten million people. The \$1.6-million-dollar project turned out to be a nightmare. So much so that the charity went bankrupt. Yet, as Hobbes (2014) noted, “...in some villages, under the right circumstances, they [the pumps] were fabulously helpful” (emphasis added).

Assuredly, a good number of “common sense” international development (ID) projects – projects that are tasked with achieving the overarching goal of economic growth or poverty reduction through non-for-profit, humanitarian, and/or socio-economic objectives – fail to deliver much needed impact for beneficiaries (Agherian, 2009; Banerjee and Duflo, 2011; Hobbes, 2014; Ika, 2012, 2015; Rondelli, 1976). All too often projects succeed in one location and then fail, either partially or completely, somewhere else, emphasising the power of context in ID project success (e.g. Clewwe et al., 2009; Munk, 2013). Echoing the famous word of Engelwall (2003), we suggest that context matters in ID projects and that “the project is an island” (p. 789). “There are villages where deworming will be the most meaningful education project possible. There are others where free textbooks will. In other places, it will be new school buildings, more teachers, lower fees, better transport, tutors, uniforms. That’s probably a village out there where a Playpump would beat all these approaches combined. The

\* Corresponding author.  
E-mail addresses: [lavagnon@carleton.ca](mailto:lavagnon@carleton.ca) (L.A. Ika), [jenniferdonnelly@carleton.ca](mailto:jenniferdonnelly@carleton.ca) (J. Donnelly).

**Analysis**

**The Philippines - Canada  
Local Government Support Program**

**A case study of local government capacity  
development in the Philippines**

Agriteam Canada Consulting Ltd

LOEP  
LOCAL OFFICIAL EMPOWERMENT PROGRAM

CCIC  
CANADIAN COUNCIL ON INTERNATIONAL COOPERATION

A case study prepared for the project 'Capacity Change and Performance'

**Discussion Paper No 57N**

April 2006

ecdpm

LE DÉPARTEMENT DES DÉVELOPPEMENT LOCAL DU QUÉBEC  
Centre de recherche et de services de planification et d'évaluation



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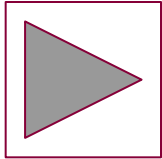
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ASSOCIATION CAPACITY BUILDING

RENFORCEMENT DES CAPACITÉS ASSOCIATIVES

FORTALECIMIENTO DE LA CAPACIDAD ASOCIATIVA





# FCM's Financial & Strategic Planning

## Planification financière et stratégique de la FCM

## Planificación Financiera y Estratégica de la FCM

**FCM** FEDERATION OF CANADIAN MUNICIPALITIES / FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

**Long Term Financial Planning (LTFP) for Associations:**  
**The case of FCM**  
Vancouver, Tuesday May 28, 2013

**FCM** FEDERATION OF CANADIAN MUNICIPALITIES / FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

**FCM Strategic Planning**  
*Aligning Our Energy & Resources*  
Vancouver, Tuesday May 28, 2013

**for Associations:**

**Coralia Bulhoos**  
Director, Operations - Federation of Canadian Municipalities

**Tim Kehoe**  
Deputy Chief Executive Officer, CEO's Office - Federation of Canadian Municipalities



### Desk Review on The Governance and Structure of Local Government Associations

An International Comparison of Different Association Models

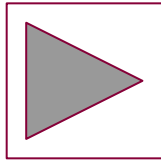
Final Report – October 15, 2010

Supported by the UNDP project for  
Democratic and Decentralized Local Governance – 2008



## Knowledge Management: A Guide for Local Government Associations





Basics of Policy Development  
Fondements du développement  
des politiques publiques  
Fundamentos de del desarrollo  
de las políticas publicas

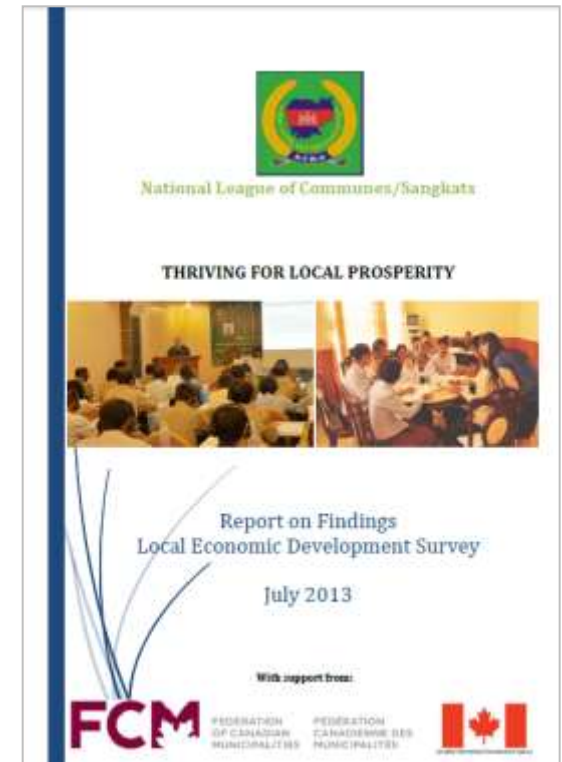
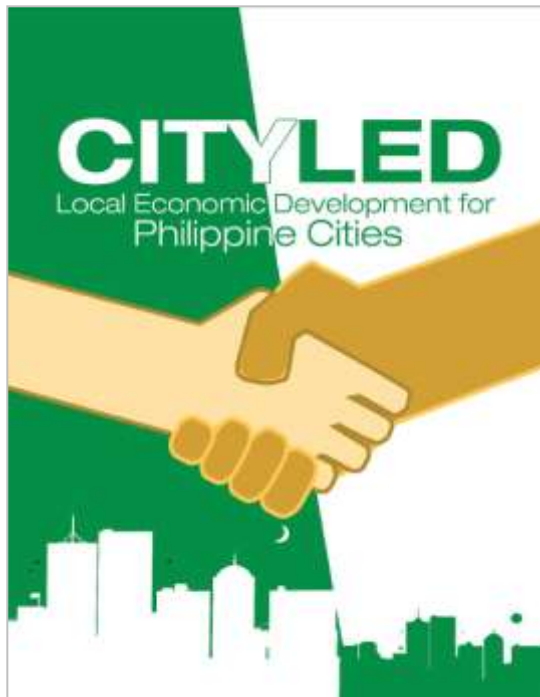


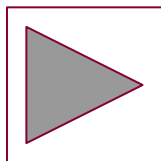
\*Resources only

# Basics of Policy Development

## Fondements du développement des politiques publiques

## Fundamentos de del desarrollo de las políticas publicas





UBCM **MPED** **FCM**

## Turning Survey Results Into Actions

Gary MacIsaac  
Executive Director, UBCM

MPED is undertaken with the financial support of the Government of Canada provided through Foreign Affairs, Trade and Development Canada (DFATC).

UBCM **MPED** **FCM**

## LED Survey Results

ACVN / NLCS / LCP

MPED is undertaken with the financial support of the Government of Canada provided through Foreign Affairs, Trade and Development Canada (DFATC).

UBCM **MPED** **FCM**

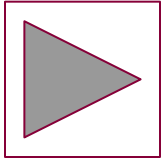
## Turning Survey Results Into Actions

Gary MacIsaac  
Executive Director, UBCM

MPED is undertaken with the financial support of the Government of Canada provided through Foreign Affairs, Trade and Development Canada (DFATC).

**VN** **KH**

**VN** **KH**



# Delivering Services to Association Members

## Services aux membres des associations

### Prestación de servicios a los miembros de asociaciones

**FCM** FEDERATION OF CANADIAN MUNICIPALITIES / FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Innovations in Delivering Services to Members and Generating Revenues for the Association

*Mr. Tom MacDonald*  
Former Executive Director  
Local Government Management Association of British Columbia

*Mr. Habraham Shamamuyo*  
Secretary General  
Association of Local Authorities of Tanzania (ALAT)

Vancouver, Tuesday May 28, 

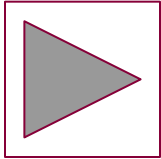
**FCM** FEDERATION OF CANADIAN MUNICIPALITIES / FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Innovations in Delivering Services to Members and Generating Revenues for the Association

*Mr. Youssouf Diakité*  
Executive Director  
Association of Municipalities of Mali (AMM)

Vancouver, Tuesday May 28, 2013 





# Delivering Services to Association Members

## Services aux membres des associations

### Prestación de servicios a los miembros de asociaciones

**FCM** FEDERATION OF CANADIAN MUNICIPALITIES / FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Innovations in Delivering Services to Members and Generating Revenues for the Association

*Mr. Boniface Coulibaly*  
Executive Secretary  
Association of Municipalities of Burkina Faso (AMBF)

Vancouver, Tuesday May 28, 2013

Government of Canada / Gouvernement du Canada

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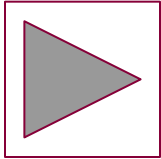
Innovations in Delivering Services to Members and Generating Revenues for the Association

*Mr. Roberto Garcia Lopez*  
National Program Coordinator, MPED Program  
Association of Municipalities of Nicaragua (AMUNIC)

Vancouver, Tuesday May 28, 2013

Government of Canada / Gouvernement du Canada





# Delivering Services to Association Members

## Services aux membres des associations

### Prestación de servicios a los miembros de asociaciones

**FCM** FEDERATION OF CANADIAN MUNICIPALITIES / FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Innovations in Delivering Services to Members and Generating Revenues for the Association

*Mr. H. Lopez*  
Executive Director of the Association of Municipalities of Cochabamba (AMDECO), Bolivia

Vancouver, Tuesday May 28, 2013

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**FCM** FEDERATION OF CANADIAN MUNICIPALITIES / FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

Innovations in Delivering Services to Members and Generating Revenues for the Association

*Mr. Pok Sokundara*  
Secretary General National League of Communes Sangkats of Cambodia (NLC/S)

Vancouver, Tuesday May 28, 2013

 Government of Canada / Gouvernement du Canada





### Strengthening Local Governance and Decentralization: Lessons and Experiences from Local Government Associations in Asia



This publication highlights the role local government associations (LGAs) play in strengthening local governance and enhancing improving quality of life. It presents a series of initiatives that LGAs in Asia have undertaken to enhance their own viability and financial sustainability while improving the services they provide to their member local governments. These services range from policy, advocacy and intergovernmental relations on issues affecting local governments, to training and knowledge dissemination.

The publication aims to support knowledge sharing among LGAs, their constituencies and regional and global local governance networks.

FCM | Federation of Canadian Municipalities



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### Promoting women's leadership in local government: Local government associations help women meet the challenge



This case study highlights some of the good practices emerging among FCM and its partner local government associations in improving women's political leadership and decision-making in local government. It is one in a series of thematic case studies that support FCM's local government association capacity building activities.

FCM | Federation of Canadian Municipalities

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## Manuals on Association Capacity Building by VNG International

Manuels sur le renforcement des capacités des associations par VNG International

Manuales sobre el fortalecimiento de capacidad de las asociaciones por VNG International



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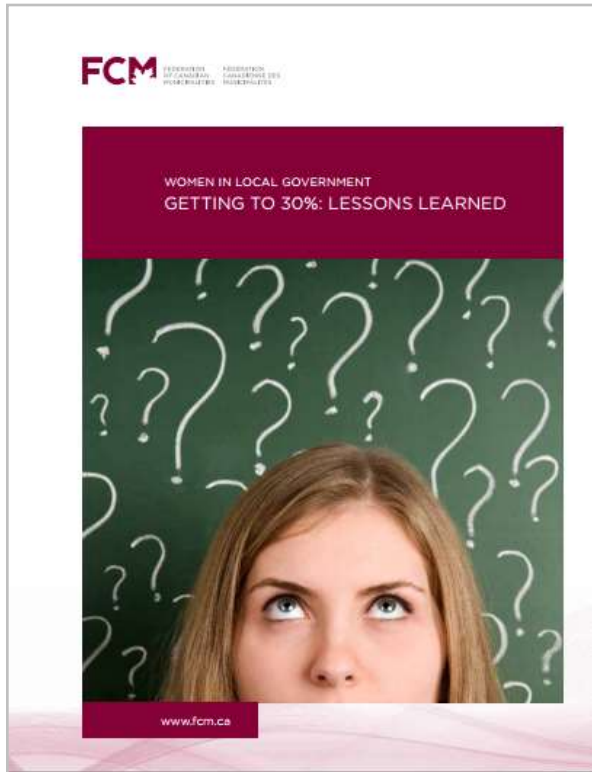
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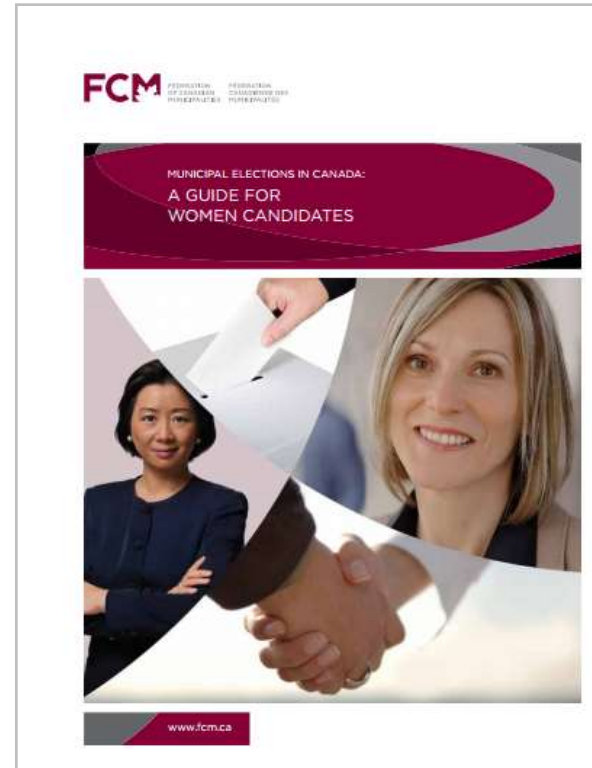
WOMEN IN LOCAL GOVERNMENT

FEMMES ET GOUVERNEMENT LOCAUX

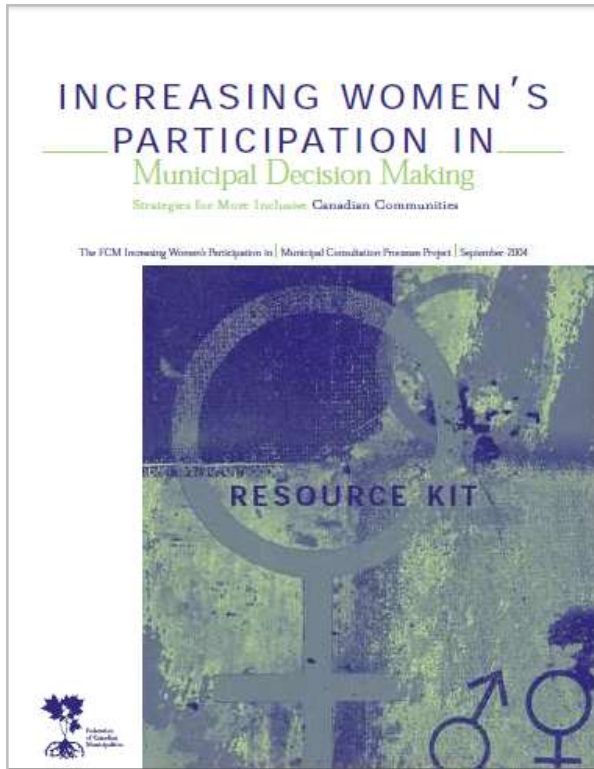
MUJERES Y GOBIERNO LOCAL



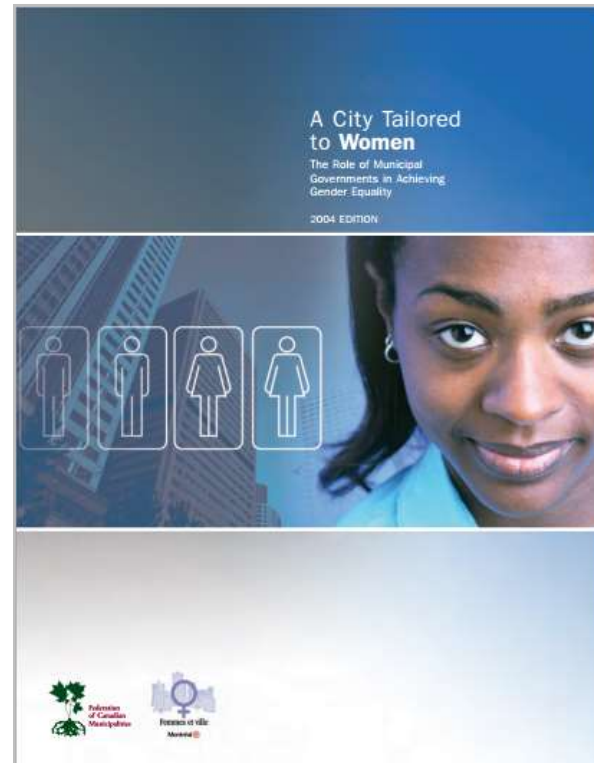
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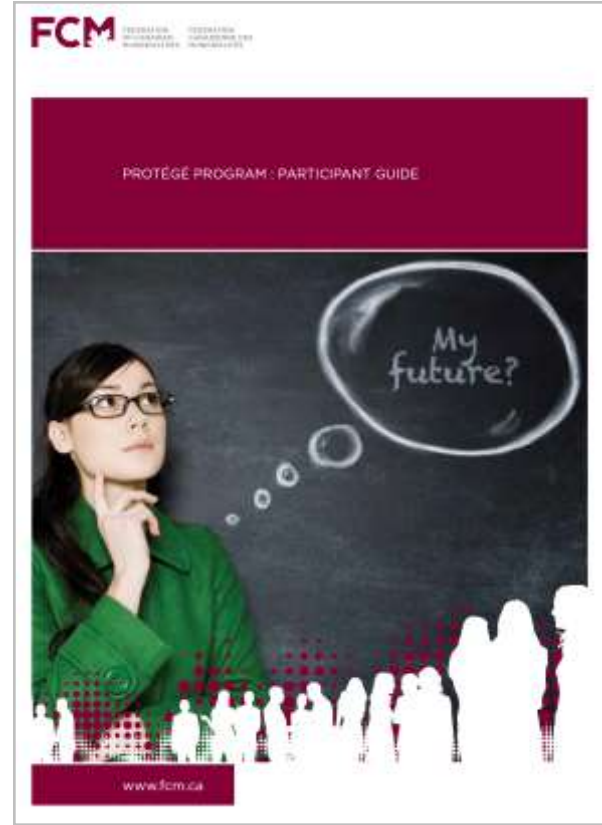


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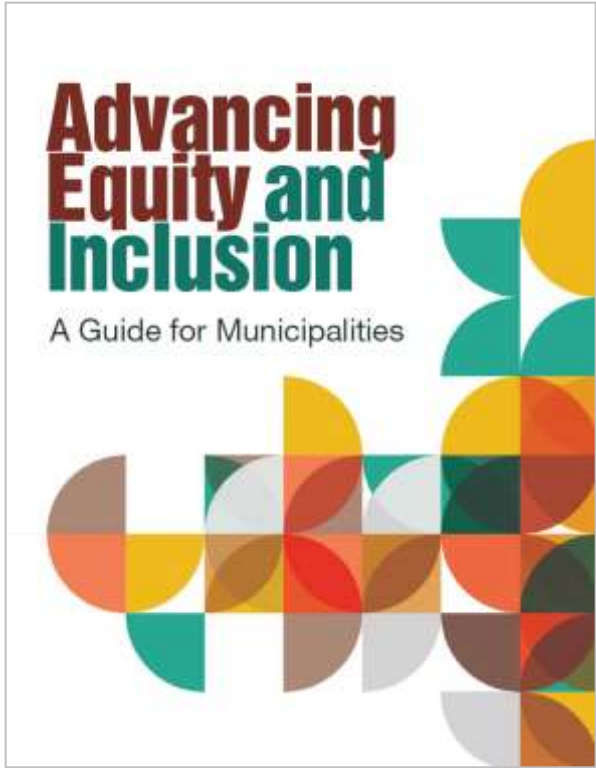
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RESEARCH and EVALUATION

**Women's leadership in local government in the Caribbean**

Commonwealth Journal of Local Governance  
Issue 18, December 2015  
<http://www.cjlg.org.uk/issue18.html>

**Kizzann Lee Sam**  
Federation of Caribbean Municipalities  
Caribbean Local Economic Development Project



**Abstract**

Women and men are traditionally cast in different roles, with men being leaders in the workplace, home and government. In contrast, communities perceive women as caregivers who support male leaders and shape future generations in mothers, mentors and teachers. In recognition of the societal roles of women that often led to inequality and inequity, the UNDP Local Gender Equity and Empowering Women as one of eight Millennium Development Goals. The post-2015 Sustainable Development Goals, adopted by the United Nations in autumn 2015, also included gender equality and empowering women as Goal 5.

In its work in the Caribbean, the Caribbean Local Economic Development Project (CARLEED), examined gender as a factor to micro, small and medium enterprise (MSME) development in six Caribbean countries. The findings of this study showed gender gaps for both male and female entrepreneurs in different areas of development. Traditionally gendered roles for MSME sectors, access to financing and lack of adequate guidance or consultancy support were some areas that affected men and women differently in the region.

The study outlines ways in which male and female leaders can address traditional gender roles by identifying priority areas for development, creating or making arrangements for savings and investment, and fostering a policy and legislative base that facilitates ease of doing business. The recommendations further describe the public-private partnerships needed to successfully meet gender gaps, and the importance of both elected officials and technocrats in increasing community engagement and advocacy towards local economic development.

The significance of gender equality among elected officials and technocrats, and the influence gender has on determining priority areas of focus within local government strategic plans for communities are also set out within this paper.

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Citation: Commonwealth Journal of Local Governance 2015, 18: 4841 - <http://dx.doi.org/10.1081/10.4841>

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# 5

MUNICIPAL – FIRST NATIONS RELATIONS

RELATIONS MUNICIPALITÉS – PREMIÈRES NATIONS

RELACIONES MUNICIPALIDADES – NACIONES ORIGINARIAS



# LMP

Land Management Project



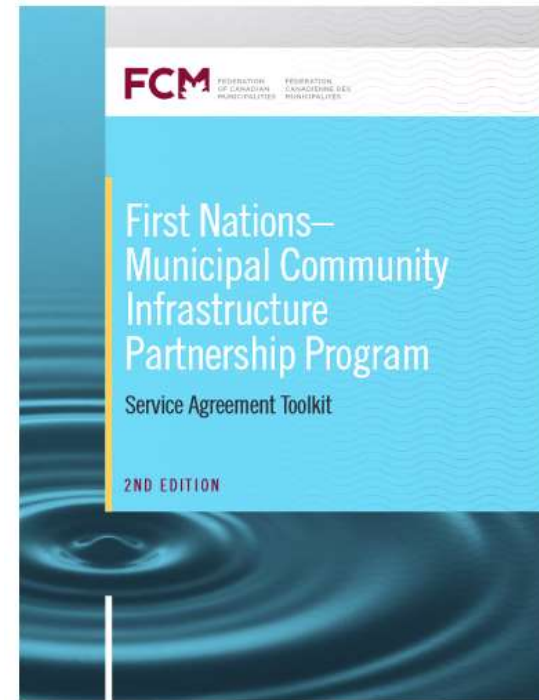
**BUILDING CAPACITY  
THROUGH  
COMMUNICATION:**

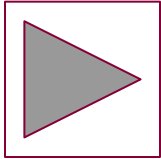
**BOOK 1**

**Municipal-Aboriginal  
Partnerships in  
Land Management**



**PROJECT OVERVIEW**





**First Nations—Municipal Community Infrastructure Partnership Project (CIPP)**

CIPP Joint Community Sustainability Planning (CSP) Primer

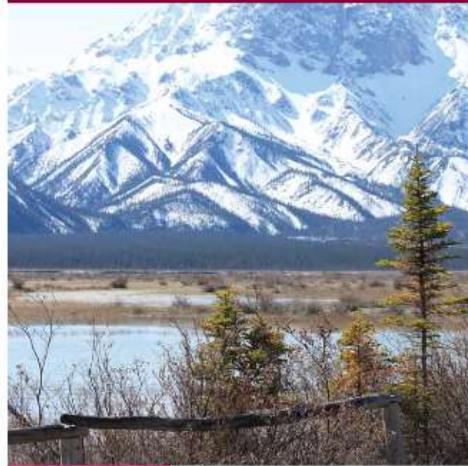


[www.fcm.ca](http://www.fcm.ca)

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**First Nations—Municipal Community Infrastructure Partnership Project (CIPP)**

CIPP Yukon Service Agreement Primer



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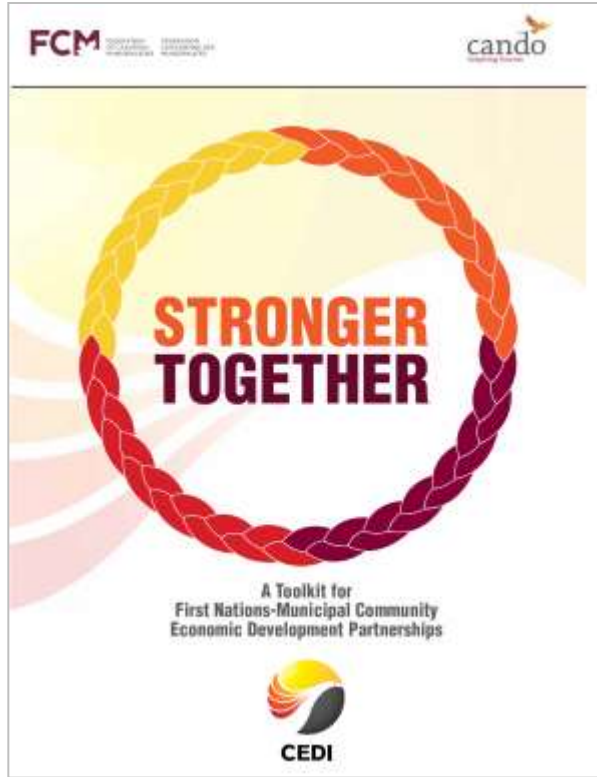
**First Nations—Municipal Community Infrastructure Partnership Project (CIPP)**

BC Service Agreement Primer



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# 6

CLIMATE CHANGE

CHANGEMENTS CLIMATIQUES

CAMBIO CLIMÁTICO

## Quick Action Guide: Municipal Action on Climate Protection

*20 steps you can take  
to curb greenhouse gas  
emissions—now!*

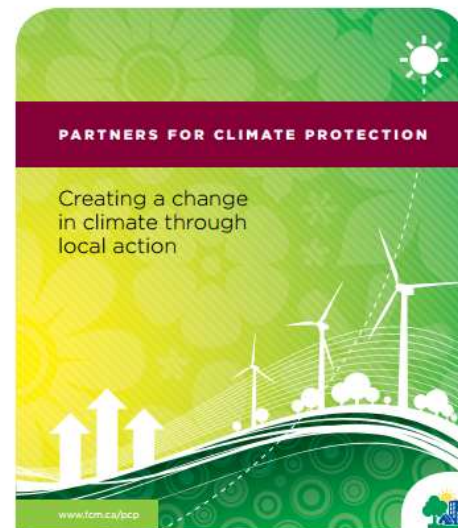
**FCM**  
FEDERATION  
OF CANADIAN  
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Canada

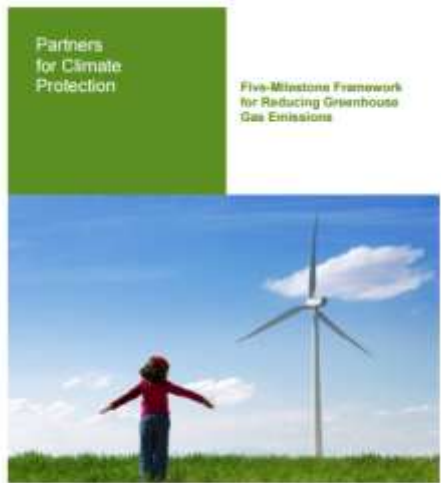
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**ICLEI**  
Local  
Governments  
for Sustainability



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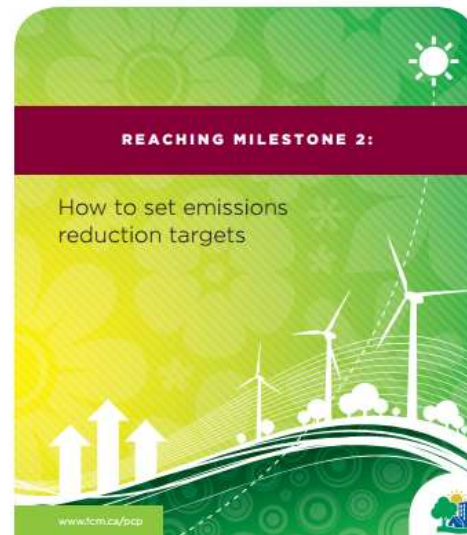
ICLEI  
Local  
Governments  
for Sustainability

FCM | Fédération canadienne des municipalités

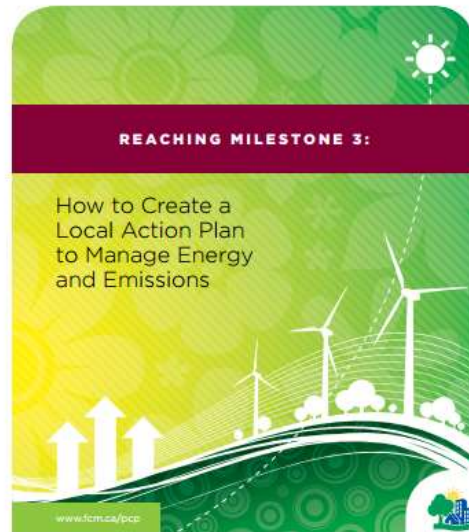
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FCM | FEDERATION OF CANADIAN MUNICIPALITIES | FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

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Local  
Governments  
for Sustainability



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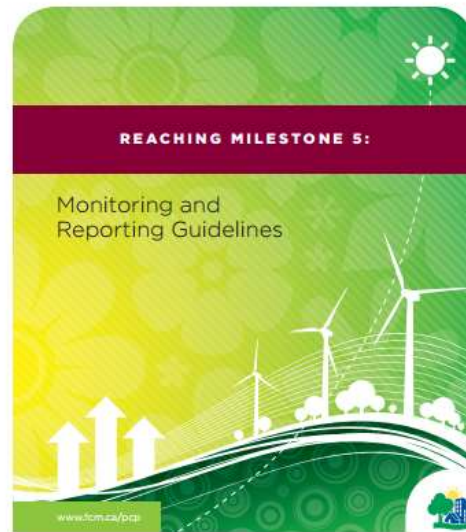


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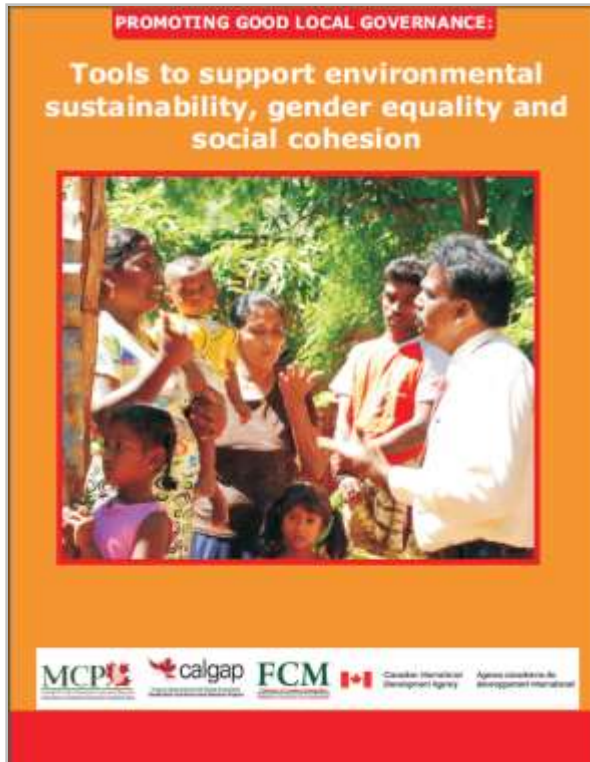
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# 7

PROJECT CROSS-CUTTING THEMES

THÉMATIQUES TRANSVERSALES

TEMAS TRANSVERSALES



**VN** **BA**



**FR** **ES**

**GENDER EQUALITY ISSUES  
IN LOCAL ECONOMIC DEVELOPMENT**

**Policy Brief: Insights from Ukraine**

Learn more about MLED gender initiatives at [www.mled.org.ua/eng/gender-equality](http://www.mled.org.ua/eng/gender-equality)

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[www.fcm.ca/international](http://www.fcm.ca/international)  
 UKRAINE REGIONAL & LOCAL ECONOMIC DEVELOPMENT



# 8

## SMALL FUNDS TO BUILD CAPACITY

FONDS POUR LE RENFORCEMENT DES CAPACITÉS

FONDOS PARA EL DESARROLLO DE CAPACIDADES



**More than money: How districts and cities in Aceh are actively engaging their local community through Community Support Facilities (CSF)**



## Case Study



### **Local Funds Build Community from the Ground Up: Enhancing Management Capacity and Community Participation in the Palestinian Municipalities of Rafah and Khan Younis**

#### **Summary**

Since its establishment in 1984, the Palestinian Authority (PA) has faced the challenge of creating effective local governance in the newly created Palestinian municipalities. In the PA to succeed in this effort, local governments need to achieve credibility and good working relations with local populations.

As part of its support to the Palestinian Authority and peace building in the Middle East, the Canadian International Development Agency (CIDA) has funded the **Palestinian Municipal Management Project (PMMP)** since 1998. Now in its second phase, this innovative capacity building initiative is managed and delivered by the Federation of Canadian Municipalities (FCM).

One of the most successful components of the PMMP is the **Local Initiatives Support Fund (LISF)** being implemented in the southern

Gaza municipalities of Rafah and Khan Younis. The LISF is designed to strengthen linkages between community groups and municipalities, and enhance the ability of both to effect positive change, the latter by improving the quality of life in their communities, the latter by initiating and managing local economic development projects.

The LISF operates on the principle of allowing community organizations, in collaboration with the municipality, to identify projects suitable for funding. A joint committee composed of members of the municipal council and local community representatives is responsible for reviewing fund requests, from a selection of thematic areas, proposal objectives and project selection, through to resource allocation and project oversight. Proposals are evaluated against explicit criteria related to community needs, including viability, sustainability, community support, and gender and environmental considerations.

# 9

KNOWLEDGE MANAGEMENT

GESTION DES CONNAISSANCES

GESTIÓN DEL CONOCIMIENTO

## KNOWLEDGE MANAGEMENT TOOL SHARING GOOD PRACTICES AND LESSONS FROM DEMONSTRATION PROJECTS

### 1. INTRODUCTION: IDENTIFYING AND DISSEMINATING GOOD PRACTICES AS A KEY PROGRAM ACTIVITY

Demonstration projects are a component of the Municipal Partners for Economic Development (MPED) Program. Their purpose is to support the development and the implementation of innovative mechanisms and models that will accelerate local economic development (LED) or MPED partner cities. In the context of MPED, a demonstration project is defined as... an innovative, sustainable, replicable and transferable LED model or practice that promotes and fosters sustainable socio-economic development within a defined community/region. These models/projects can highlight the progress of our four broad themes: LED through job/employment, regional and operational structures, business support and retention, and mixed land attraction.

One key objective of demonstration projects is the commitment of partners to document the processes and results of their projects in order to disseminate good practices and lessons learned to other cities. The program and partner Local Government Associations (LGAs) have agreed that they will play a central role in disseminating these good practices and lessons learned.

In order to make the most of the knowledge emerging from demonstration projects, there is a need to adopt a systematic process to gather and analyze results. MPED has developed a case studies, good practices and success stories to capture and disseminate the knowledge. For the purposes of MPED, they will be defined as the following: **case studies**

- First, the objectives of demonstration projects will be captured through the preparation of **case studies**.
- Second, these case studies will become the basis for identifying **good practices** that will be disseminated to other governments who are interested in replicating some successful aspects of demonstration projects, and
- Third, **success stories** (at least high-visibility demonstration of the demonstration projects for which substantial benefits are derived or good practices).

These guidelines have been prepared for MPED partners to guide them in the systematic collection and analysis of data from their demonstration projects. In addition to the introductory section, this document contains two sections:

- Section 2 presents the steps to be implemented and the tools to be utilized to complete case studies.
- Section 3 provides insight into disseminating the knowledge produced through the case studies, focusing on sharing good practices and dissemination of success stories.

### 2. CONDUCTING THE CASE STUDIES: STEPS AND TOOLS

Starting lessons broadly with all municipalities will build the capacity of partners and other local governments to strengthen their LED activities and avoid repeating the usual and repeating mistakes. The preparation of case studies on demonstration projects is designed to help partners, including the MPED program team and their partners, understand how LED is occurring and the steps that governments can take to replicate these processes. This will improve the effectiveness and efficiency of LED programming and the sustainability of MPED's results. The case studies are also important tools for Local Government Associations to assess the experience of projects with interests. The learning that will accrue will constitute one of the main legacies of MPED.

The purpose of case studies is to add depth to the information available through the general reporting activities and the comprehensive MPED performance

**Additional guidance for:**  
 • How to develop project-specific information for these documents:  
 • Case Studies (on Municipalities, Demonstration Management and Communities)  
 • Success and Best Practices (Project Reporting Activities)

Prepared by:  
 Municipal Partners for Economic Development  
 and  
 the Local Government Associations

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## KNOWLEDGE MANAGEMENT TOOL COMMUNITIES OF PRACTICE: TAKING LEADERSHIP IN SHARING KNOWLEDGE

An action plan for partners to share new approaches, address challenges and replicate good practices in local economic development in FCM's Municipal Partners for Economic Development Program (MPED)

The document aims to inform the development and implementation of communities of practice (CoPs) to support effective knowledge development and sharing among MPED partners, as well as with other members of LGAs. It presents the success factors of effective CoPs, followed by their main components and suggestions about how governments can implement CoPs. Each country program is expected to adopt at least one CoP as part of support to success from MPED.

### 1. WHAT IS A COMMUNITY OF PRACTICE? (CoP)

CoPs are "... groups of people who share a concern, a set of problems, or a passion about a topic, and who design their knowledge and expertise in the area by interacting on an ongoing basis."

The main purpose of CoPs is to allow members to share knowledge, learn from each other and develop their expertise and address specific issues of common concern. CoPs can engage in a wide range of activities, including: information exchange, sharing of community research, development of shared networks, contacts with external experts, face-to-face meetings, field visits, learning programs, etc. They can be very small or quite large, sometimes including members at a national level. They can be very structured or quite informal.

Although they vary in different sizes and degrees, CoPs have the following key elements in common: **domain, community and practice**. They have a clearly defined by a shared domain of interest. Membership therefore implies a commitment to the domain and some form of practice that distinguishes members from other people. The **community** is that group of people who are ready to commit to participating in a

group for learning purposes. An open, shared information and tips that members share are considered **practices**.

Experiences with CoPs suggest that the following factors contribute to their successful implementation:

- The presence of an active facilitator;
- The sharing by participants of common concerns, questions and answers;
- The adoption of a regular schedule for exchanges among members;
- The distribution of leadership among members, who take turns in leading and organizing activities;
- The recognition of different levels of participation (core and peripheral) as high-impact participation;
- The capacity to establish a dialogue with members (in the CoP) who may possess relevant, useful knowledge.

The presence of an active facilitator is a key factor of effectiveness and sustainability of a CoP that warrants specific mention. Higher rank leaders may include a range of tasks including supporting the dialogue between members, keeping the discussions going, allowing the participation of peripheral participants, motivating the participation of outside experts (and identifying relevant materials to be discussed, etc.). The facilitator can be one of the CoP members or can be recruited from outside; external facilitators can be used, but should be considered carefully to avoid conflicts of interest.

Additional guidance for:  
 • How to develop project-specific information for these documents:  
 • Case Studies (on Municipalities, Demonstration Management and Communities)  
 • Success and Best Practices (Project Reporting Activities)

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## KNOWLEDGE MANAGEMENT TOOL LEARNING FOR REPLICATION: DOCUMENTING CHANGE IN DEMONSTRATION PROJECTS

### CONTEXT AND PURPOSE OF THIS GUIDE

MPED partners are engaged in the implementation of demonstration projects in various areas of local economic development (LED). On the basis of the specific results of partners, various strategies and activities are utilized to achieve the expected results. In addition to the benefits they bring to local communities, these strategies and methods can also serve as examples of good practices to be replicated by other municipalities and shared in regions and globally.

The documentation of lessons and good practices emerging from the demonstration projects is an essential feature of MPED. It is designed to gather key lessons of value from the information reported by partners through the program planning and monitoring tools. It is aimed to assess the progress achieved. Second, there is a need to collect information and data related to the process of implementation, with the intent to understand how the partners achieved results and why.

These guidelines have been prepared to guide the demonstration project partners in collecting the second type of data. They offer broad guidance to assist partners to reflect and identify the key learning emerging from their experiences. The following process is a key step in identifying the good practices that should be replicated by other municipalities.

Good practices can be defined as "... strategies or strategies that have produced successful outcomes, which are supported to some degree by objective data sources and other types of evidence." While the content of MPED, a good practice can be either an aspect of a demonstration project, for example, how a municipality went about the design and planning of an LED strategy

or how it succeeded in engaging community-based groups to increase agriculture production, etc.

The key steps leading to the optimization of the partners' experience are presented below:

### STEPS TO DOCUMENT CHANGE IN YOUR PROJECT

#### Step 1: Identify Who Will be Responsible for Leading the Process

The partners should decide who will be responsible for leading the process. A small task group (TIG) composed of (ideally) 3-4 representatives of the main project stakeholders should be in charge, with their role and responsibilities being clearly identified and communicated to the other project participants and partners. In recognition of the importance of the domain, where possible is guided by an Advisory Committee. The leading role must be assumed by members of the community.

#### Step 2: Gathering Available Information and Data

The TIG should first proceed with the completion of available information on the project, using monitoring and reporting information available such as project schedules and main activities completed, reports on progress achieved (including MPED monitoring forms), other reports on significant events having taken place, material from knowledge sharing activities, etc. The data source from participating local governments, the gathering of information can involve task group discussions with demonstration partners, the TIG itself. Step 2 should result in a brief progress (2-3 page maximum) of the most relevant progress achieved, based on data collected.

Additional guidance for:  
 • How to develop project-specific information for these documents:  
 • Case Studies (on Municipalities, Demonstration Management and Communities)  
 • Success and Best Practices (Project Reporting Activities)

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# Terms of reference to prepare project case studies

## Termes de référence pour préparer des études de cas sur les projets

## Términos de referencia para preparar estudios de casos de proyectos



**GUIDELINES FOR ICMD CASE STUDIES**

**1.0 PREAMBLE**

Adaptation of the Canadian expertise in municipalities in developing countries through cooperation activities is a powerful tool for development. The International Office of the Federation of Canadian Municipalities (FCM) allows Canadian municipalities to share their expertise and practical experience with their counterparts in developing countries. Since 1957, FCM has provided financial support to several hundred municipalities, thereby contributing to staff training and improved municipal service delivery in many Asian, African, Latin American and Eastern European countries.

In many cases, cooperation activities funded by FCM contribute to the development in developing countries of specific innovative management practices that have strong exemplary value. FCM has launched a series of short papers or case studies with the intention of documenting these innovative experiences to promote the results of various FCM international projects. More specifically, this series contributes to:

- Informing the various stakeholders involved in municipal issues (rulers, FCM-affiliated and other municipalities, development organizations, the general public);
- Publicizing innovative approaches to knowledge transfer and experience sharing in municipal management;
- Understanding the keys to success in FCM international programs, and sharing the lessons learned.

**2.0 SCOPE OF WORK**

**Total length of document**  
2250 words or less; 3 to 5 pages (could be more depending on needs).

**Title**

- Should reflect the major theme of the activity to be presented, the geographic location and the level of intervention (local, district, and so on);
- For municipal partnerships, it is possible to present only one sector of cooperation. For example: Support for the Management and Automation of Public Archives in Accra, Ghana;
- In the case of a special initiative or a bilateral activity, the title should capture the whole initiative or activity: Spring Tapping in the District of Bushenyi, Uganda or Study on the Potential for Development of the Local Government in Dlongapo, Philippines.

**Summary (200 words or 1/2 page)**

- Should give a general overview of the project/initiative.

FR

# EXCHANGE

FEDERATION OF CANADIAN MUNICIPALITIES - INTERNATIONAL

WINTER 2017 | VOLUME 1 | NUMBER 6

## WOMEN SHAPING LED IN THE CARIBBEAN

Alison Lee Sain, Regional Program Manager

In the Caribbean, LED is driven by the start-up and growth of micro, small and medium enterprises (MSMEs). While small businesses make up more than 50% of Caribbean enterprises and more than 50% of the region's GDP, almost 70% of Caribbean MSMEs are informal—unlike registered businesses, informal businesses are less likely to seek training, access financing through traditional lenders, and be mentored through business support groups.

To better understand barriers faced by Caribbean entrepreneurs, CABLED commissioned seven country studies to examine influences like policies, elected officials, and proximity to services. The studies demonstrate that while women are increasingly accessing finance, more work must be done to inspire confidence to apply for formal financing such as loans. In other countries, women in Dominica were more likely to become entrepreneurs to support family members, but less likely to become formal businesses and take financial risks to grow their companies. As such, women are less likely to seek training, financing and mentorships—all necessary for financial success.

Gender and MSME Country Studies are available on [www.cableled.org](http://www.cableled.org). Findings have been used to inform approaches to analyzing local economic profiles, performing cost of doing business assessments and informing the governance of local committees in 24 partner communities. The growing voice of Caribbean women in LED discourse has launched several projects supporting local female entrepreneurs. In Antigua like the Kingston and St. Andrew Parish Enterprise Assistance Program in Jamaica, 80% of the program's awardees are women, with this approach to local business support also replicated in the neighbouring Parish of Clarendon.



FCM International programs are undertaken with the financial support of the Government of Canada through Global Affairs Canada.



Want to be added to the FCM Exchange distribution list? Email us at [international@fcm.ca](mailto:international@fcm.ca)



## LED Exchange

[WINTER 2012](#) | VOLUME 1 | NUMBER 1: [FR](#) and [SP](#)

[SPRING 2013](#) | VOLUME 1 | NUMBER 2: [FR](#) and [SP](#)

[FALL 2013](#) | VOLUME 1 | NUMBER 3: [FR](#) and [SP](#)

[WINTER 2013](#) | VOLUME 1 | NUMBER 4: [FR](#) and [SP](#)

[SPRING 2014](#) | VOLUME 2 | NUMBER 1: [FR](#) and [SP](#)

[SUMMER 2014](#) | VOLUME 2 | NUMBER 2: [FR](#) and [SP](#)

[FALL 2014](#) | VOLUME 2 | NUMBER 3: [FR](#) and [SP](#)

## FCMI Exchange

[SPRING 2015](#) | VOLUME 1 | NUMBER 1: [FR](#) and [SP](#)

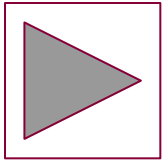
[SUMMER 2015](#) | VOLUME 1 | NUMBER 2: [FR](#) and [SP](#)

[FALL 2015](#) | VOLUME 1 | NUMBER 3: [FR](#) and [SP](#)

[SPRING 2016](#) | VOLUME 1 | NUMBER 4: [FR](#) and [SP](#)

[SUMMER 2016](#) | VOLUME 1 | NUMBER 5: [FR](#) and [SP](#)

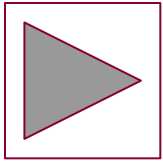
[WINTER 2017](#) | VOLUME 1 | NUMBER 6: [FR](#) and [SP](#)



# Knowledge Sharing Events

Événements pour le partage de connaissances  
Eventos par el intercambio de conocimientos





# Knowledge Management in FCM Projects (2016)

## Gestion des connaissances dans les projets de la FCM

## Gestión del Conocimiento en proyectos de la FCM



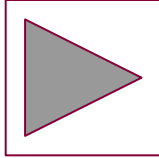
# Webinars Webinaires Seminarios web

The screenshot shows the FCM website's 'International' webinars page. The header includes the FCM logo and navigation links: HOME, MEMBERSHIP, ISSUES, PROGRAMS, EVENTS, AWARDS, RESOURCES, ABOUT US. The main content area is titled 'International' and lists several webinars with accompanying images and brief descriptions:

- Guiding small and medium-sized businesses through economic transition** (Thursday, April 16, 2016)
- CARLE Webinar on Ease of Doing Business for small and medium enterprises** (Thursday, March 24, 2016)  
Learn more about Ease of Doing Business
- #CDIInvest Engagement in Peru and Colombia** (Thursday, March 12, 2016)  
Learn more about how Canadian municipalities are working with local governments in Peru and Colombia.
- Canadian Municipal Engagement in Bolivia and Cambodia** (December 3-11, 2015)  
ICH International webinar on Canadian municipal engagement
- Webinar: Canada-EU Comprehensive Economic Trade Agreement (CETA) and Municipal Engagement** (Thursday, June 18, 2015)  
Under CETA, Canadian municipalities will have international procurement obligations for the first time. Since the CETA's implementation obligations entail Foreign Affairs, Trade and Development Canada (DFATC) can help provide some guidance.
- Webinar: Community Branding and Marketing** (Wednesday, May 27, 2015)  
Find out how 1200+ Canadian municipal experts and their overseas counterparts are using branding and marketing to boost local economic development.

On the left side, there is a sidebar menu with categories: Upcoming events, Past Webinars and Workshops, and Past Conferences. The 'Past Webinars and Workshops' section is expanded, showing sub-categories: Evoluciones - Municipal Collaboration, Green Municipal Fund - Municipal Funding Office Webinars, Roundtable, Climate Change, Energy, Housing, Transportation, Events, and International. The 'Past Conferences' section is also visible.

FR



**[Webinar: Guiding small and medium-sized businesses through economic transition](#)**

*(Thursday, April 14, 2016)*



**[Webinar: CARILED - Ease of Doing Business for small and medium enterprises](#)**

*(Thursday, March 24, 2016)*



**[Webinar: Canada-EU Comprehensive Economic Trade Agreement \(CETA\) and Municipal Procurement](#)**

*(Thursday, June 18, 2015)*



**[Webinar: Making International Trade Work for Local Economic Prosperity](#)**

*(Thursday, March 12, 2015)*



**[Webinar: L'attraction d'investissements et d'entreprises](#)**

French Only

*(Thursday, May 15, 2014)*



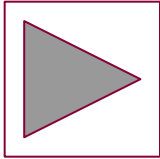
**[Webinar: Tourism as an engine of local economic development](#)**

*(Thursday, February 6, 2014)*



**[Webinar: Supporting Women Entrepreneurship in LED](#)**

*(Thursday, October 27, 2017)*



## Other Webinars

## Autres webinaires

## Otros Seminarios web



### [Webinar: CDNmuni Engagement in Peru and Colombia](#)

*(Thursday, March 17, 2016)*



### [Webinar: Canadian Municipal Engagement in Bolivia and Cambodia](#)

*(December 3, 2015)*



### [L'engagement municipal canadien au Burkina Faso et au Mali](#)

French Only  
*(10-11 décembre 2015)*



### [Webinar: Community Branding and Marketing](#)

*(Wednesday, May 13, 2015)*



### [Webinar: Infrastructure Asset Management for Cities in Emerging Economies — A Discussion on Local Success Factors](#)

*(Thursday, February 26, 2015)*



### [Webinar: IDW 2015 - Making a Difference](#)

*(Thursday, February 5, 2015)*



### [L'engagement #muniCan en Haïti](#)

*(Jeudi 18 février 2016)*



### [Webinar: Engaging your Community in your International Project](#)

*(Wednesday, May 22, 2013)*

# 10

OTHER GUIDES & STUDIES

AUTRES GUIDES ET ÉTUDES

OTRAS GUÍAS Y ESTUDIOS



# INTERNATIONAL EXPERIENCE IN Municipal Performance Measurement



FR

ADB

# THE GOVERNANCE BRIEF

ISSUE 31 • 2015

## Infrastructure Asset Management: Can the Canadian Municipal Experience Help Inform Better Practices in Southeast Asia?

By Murray James

### The Infrastructure Deficit: A Municipal Perspective

Local government with 2.006 municipalities are struggling with how to meet increasing demands for municipal services ranging from parking to recreation to the maintenance of roads, often with budgets that are not keeping pace with these demands. With the high competition for its available funding from both state and other firms, it is sometimes difficult for LGUs to allocate enough resources for proper management of their infrastructure assets. In Canada, this issue is exacerbated because a significant portion of the LGU infrastructure has deteriorated so much that it needs to be replaced. Since Canada is a relatively "young" country, all LGUs have been allocating a large portion of their budgets for building new infrastructure and maintaining existing infrastructure, not just for its replacement. Finding additional funding to meet replacement needs is difficult.

The Government of Canada has recognized the existence of a funding deficit and the importance of LGU infrastructure. In recent years, the government has identified programs to address the funding shortfall. The Building Canada Fund was established

for LGU infrastructure, providing funding with one third coming from the Government of Canada, one third from the provinces, and one third from LGUs. The federal government has also agreed to make a portion of the Infrastructure Tax Fund (ITF) available for LGUs to help their infrastructure funding. The Building Canada program will see an investment of Canada dollar for LGU infrastructure over a six-year period. The current ITF that has been allocated for LGUs for municipal infrastructure totals Canada dollars per year. The findings a long-term commitment.

While the municipalities and the Federation of Canadian Municipalities are not entirely content with the federal government steps to improve municipal infrastructure and help close the funding gap, the funding from the ITF and the Building Canada Fund are important investments. LGUs should do its part to provide the majority of the funding for local infrastructure. The federal government's contributions to local infrastructure have an recognition of the fact that local government revenues have not kept pace with infrastructure costs. Although most LGUs have accepted that government subsidies are necessary in order to "catch up" on infrastructure deficits, LGUs are still in the last position to know where and how the

For inquiries, comments, or suggestions, please contact Charles Buckley at +1 514 953-5625, 2500 Blvd. Beaudry, Greenfield and Centre Steeple (MTRC), Montreal, Quebec H3T 1W5.

## Innovative Mechanisms for Fiscal Transfers to Municipalities – The Canadian Experience in Municipal Financing



This case study highlights some of the innovative mechanisms used to transfer funds from the Canadian federal and provincial/territorial governments to Canadian municipalities. It is one in a series of thematic case studies that help inform FCM's international cooperation activities and support knowledge sharing among municipal practitioners.

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FR

## Modernizing Municipal Finances and Operations

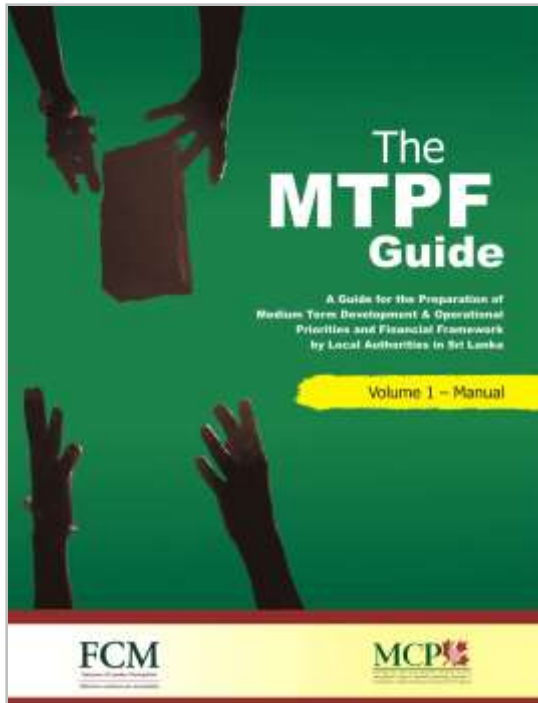
Highlights from FCM's international programming experience



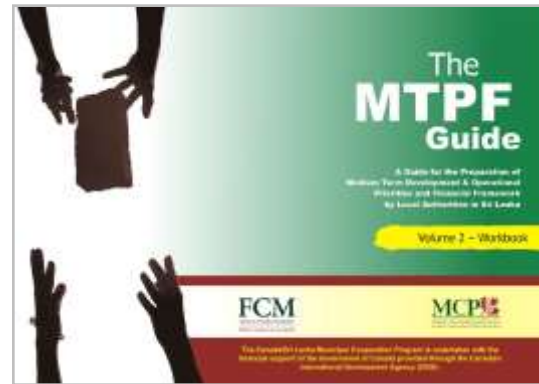
This case study highlights FCM's international program experience building capacity of local governments in modernizing municipal finances and operations. It is one in a series of thematic case studies that help inform FCM's cooperative activities and support knowledge sharing among municipal practitioners.

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Fédération canadienne des municipalités

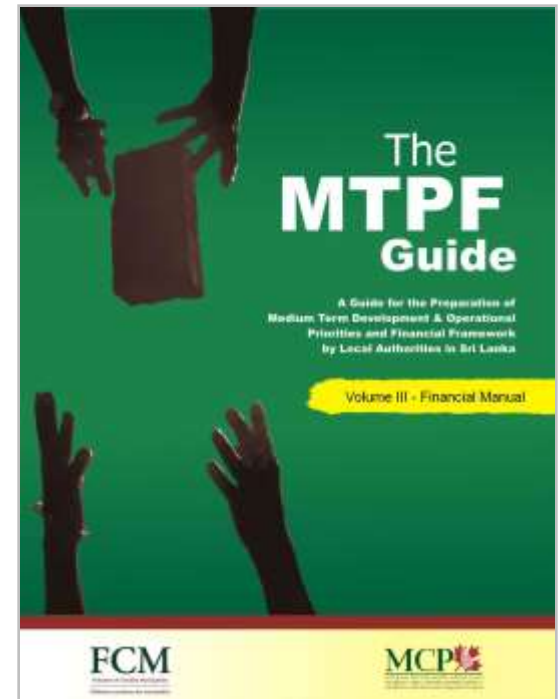
FR



**SN** / **TM**



**SN** / **TM**



**SN** / **TM**

## INTERNALLY DISPLACED PERSONS: SOCIAL AND ECONOMIC INTEGRATION IN HOSTING COMMUNITIES

(based on materials provided by Vinnytsia Oblast, Zaporizhia Oblast,  
Ivano-Frankivsk Oblast, and Poltava Oblast)

Kyiv - 2016



UA

## Welcoming Communities



 357  
COMMUNITIES

35,147  
SYRIAN  
REFUGEES

12   
MONTHS

November 2015 to November 2016



A toolkit for municipal governments

FCM

FR

# Thematic Resources on LED

## Ressources thématiques en DÉL

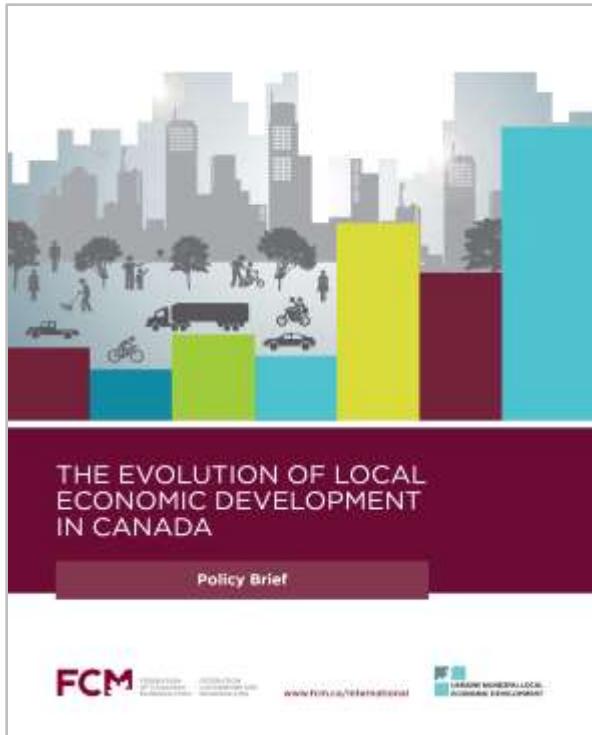
### Recursos temáticos sobre el DEL

# 11

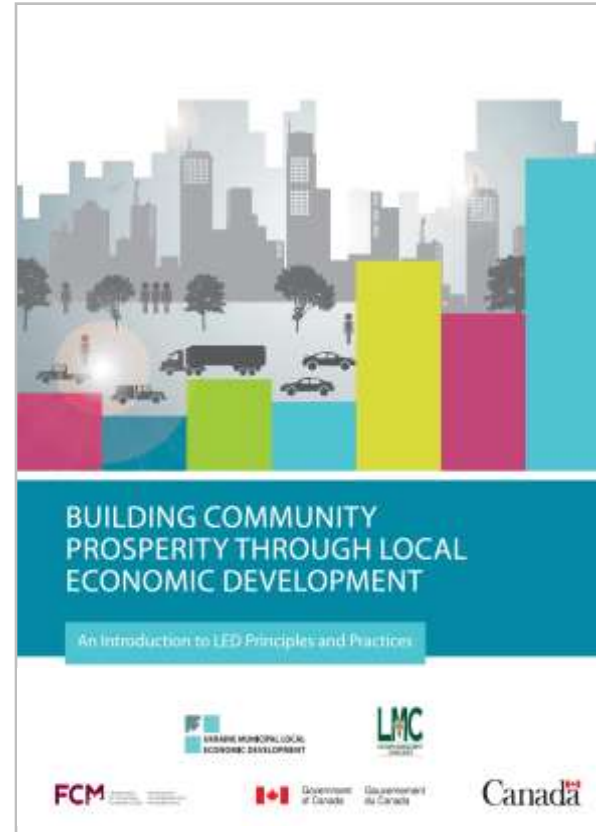
MANUALS AND TOOLKITS

MANUELS ET BOÎTES À OUTIL

MANUALES Y CAJAS DE HERRAMIENTAS



FR ES UA



ES UA



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A tool for local economic development

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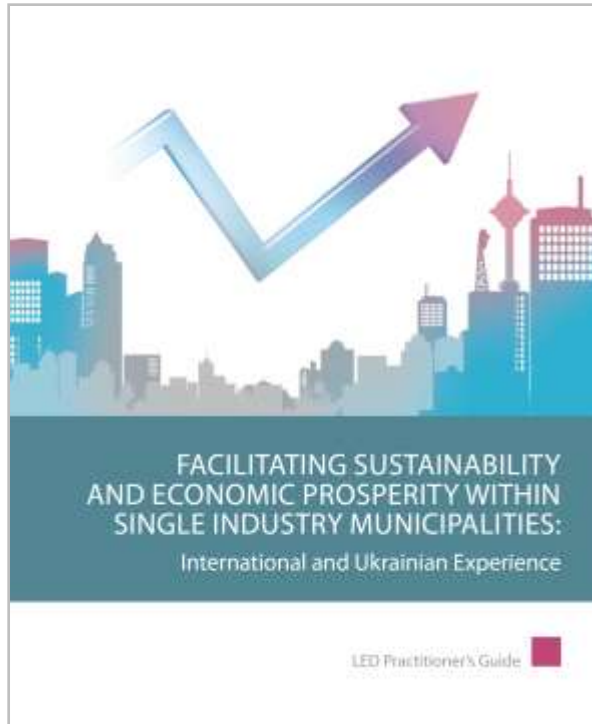
Canada

**CASE STUDY:**  
**STRENGTHENING MUNICIPAL  
CAPACITY FOR LED  
STRATEGIC PLANNING**

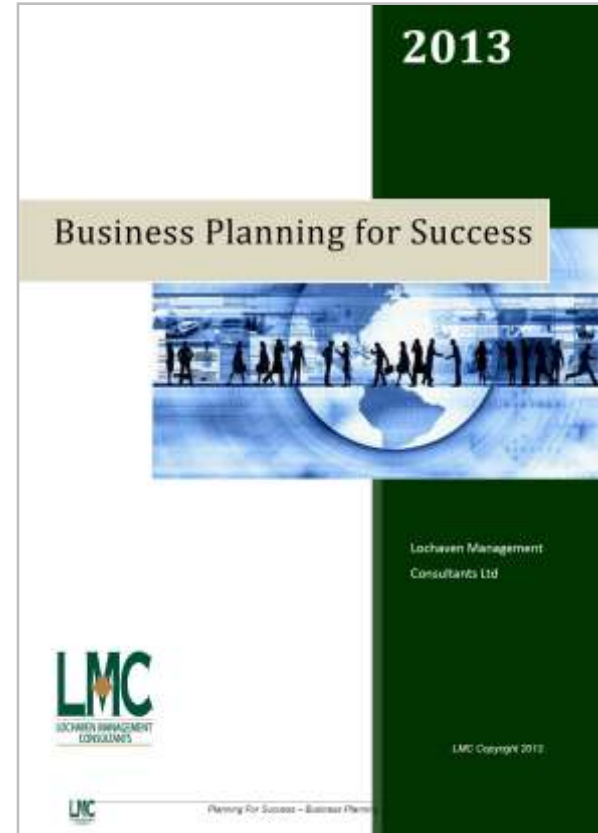


**CREATING A STRATEGIC PLAN  
FOR LOCAL ECONOMIC  
DEVELOPMENT:  
A GUIDE**

**DECEMBER 2014**



UA



UA



FR



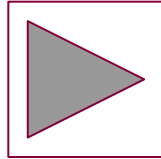
UA

# 12

VIDEOS AND TRAINING RESOURCES

VIDÉOS ET RESSOURCES DE FORMATION

VIDEOS Y RECURSOS DE FORMACIÓN

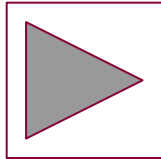


# MDB's Advanced LED Training

## Formation avancé en DÉL par MDB

## Formación avanzada en DEL por MDB





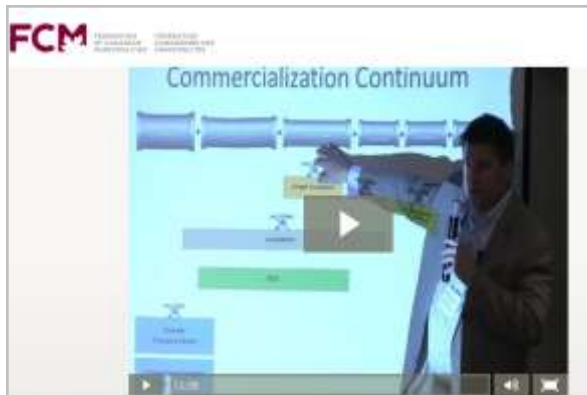
## MDB (continued / suite / continuar)



Thursday 1 Know How to Knowledge




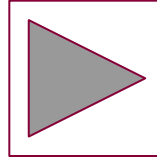
Thursday 2 Creative Class



Thursday 3 Incubation



Thursday 4 Team Sport






**MPED**

# Wealth Creation and City Prosperity




Cebu, Philippines, October 2013

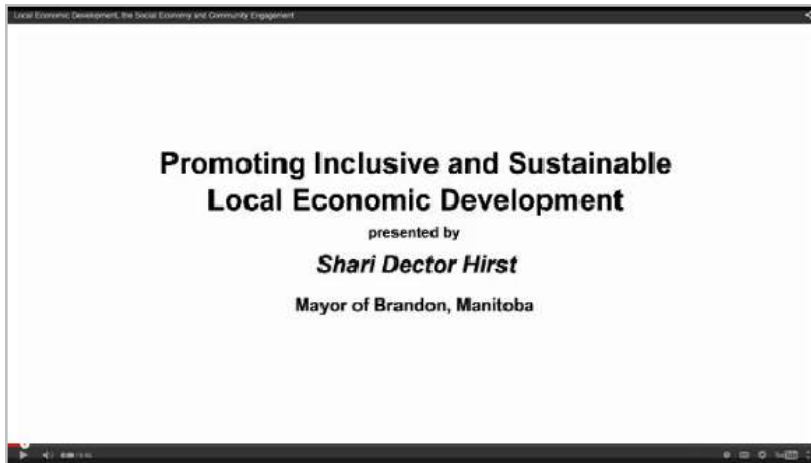
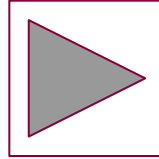
Marten Krusse, Economic Development Advisor  
District of North Vancouver, British Columbia



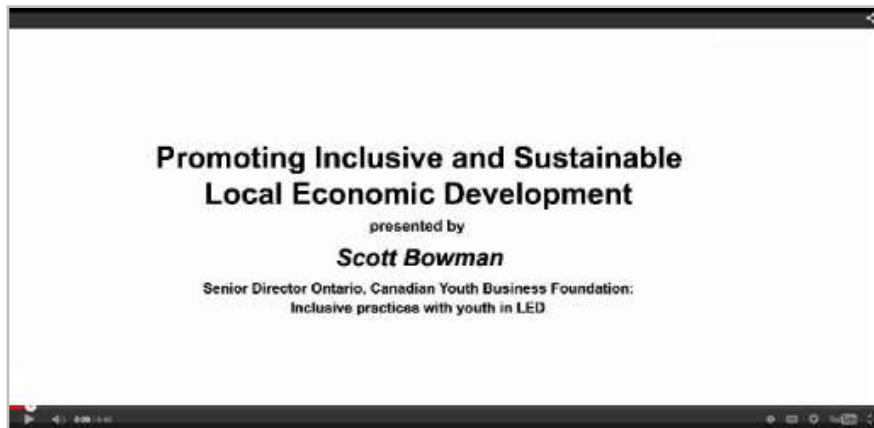
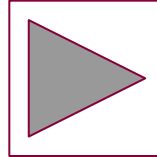
The Municipal Partners for Economic Development (MPED) program is undertaken with the financial support of the Government of Canada provided through Foreign Affairs, Trade and Development Canada (DFATD)

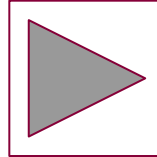
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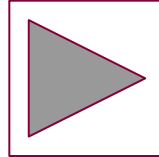
**Building Alliances and Strategic Vision through P3s**

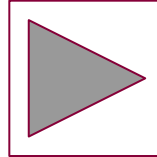
presented by  
***Fred Morley***  
Executive VP and Chief Economist,  
Greater Halifax Partnership

MARKETING EFFORTS

A collage of marketing materials including a blue hexagonal logo with 'mainline' text, a 'SMART CITY. SMART BUSINESS.' sign, and images of red buses with 'Where it's at! Halifax smart city. smart move.' branding. A large play button is overlaid on the collage.

10:06





**WHY PRO-ACTIVE LOCAL GOVERNMENT IS NOW MORE CRUCIAL THAN EVER TO ACHIEVING SUSTAINABLE LOCAL AND NATIONAL ECONOMIC DEVELOPMENT IN DEVELOPING COUNTRIES**

---

Milford Bateman

Freelance consultant on local economic development and  
Visiting Professor of Economics - Juraj Dobrila University, Pula, Croatia

Presentation at the FCM International LED Conference in Ottawa, Canada  
29<sup>th</sup> October, 2012

**LED Forum public lecture: Dr. Milford J. Bateman  
Thursday, November 1, 2012**



# 13

CANADIAN CASE STUDIES

ÉTUDES DE CAS CANADIENS

ESTUDIOS DE CASOS CANADIENSES



## CASE STUDY: STRATEGIC PLANNING FOR ECONOMIC DEVELOPMENT

FCM INTERNATIONAL

The Case of Edmonton and the Town of Golden, Canada



A strategic plan is an important tool for a community that does two important things:

- It describes what a community hopes for in the future
- It provides guidance on how to achieve the future vision

A strategic plan helps a community focus. Every day communities are faced with choices. A strategic plan helps a community make choices that will lead it in a single direction towards a defined goal or vision. Often, communities have limited budgets and few people. Because of this actions need to have priorities and limited resources must be used efficiently and effectively. A strategic plan will help with daily decision making and allocated people and finances effectively.

A strategic planning process will answer three basic questions:

- Where are we now?
- Where do we want to go?
- How will we get there?

Answering the first question will help a community understand the current economic development actions taking place and who is doing those actions. It will also help a community understand areas of strength and weakness. Strengths will likely provide a community with advantages over other communities in a given area or industry sector. Weaknesses might lead to disadvantages that need to be overcome. Strengths

*FCM would like to thank the following persons for their assistance in the preparation of this case study: Rob Rippe and Larry Wood.*

*The City of Edmonton is involved in the Municipal Local Economic Development (MLEED) project in Ukraine as one of the Canadian municipal partners.*

**CREDITS**  
Case Study Management: Tom Monastyrski, Pascal Lavie and Heliana Amadio  
Research and Writing: Miller, Dickinson and Blais  
Design: Friedl Group  
Date: March 21, 2012

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## CASE STUDY: BUSINESS RETENTION AND EXPANSION PROGRAMS

FCM INTERNATIONAL

The Case of Winnipeg, Canada



### I. PROGRAM OVERVIEW

This case study discusses business retention and expansion (BRE) programs and is structured as follows:

- **Program overview** — describes the nature of business retention and expansion programs.
- **Community overview** — introduces the city of Winnipeg, Canada and this city's business retention and expansion program.
- **Methods for information dissemination** — examines the methods for information dissemination during the business retention and expansion process.
- **Methods for enhancing a positive outcome** — describes success factors that will enhance the effectiveness of the business retention and expansion process.
- **Lessons learned** — identifies the lessons learned from the case study.

government, agencies and people in the community can address proactively. The professionals who administer this program engage with the existing business base to create and retain investment and jobs in their communities. Figure 1 was derived from research compiled by Blane Canada Ltd. which indicates that — on average — 76 per cent of the new jobs created in a community are created by existing locally-based businesses. On average, only about 15 per cent of new jobs are created by new, external businesses investing in the community

*FCM would like to thank the following persons for their assistance in the preparation of this case study:*

*The City of Winnipeg is involved in the Municipal Local Economic Development (MLEED) project in Ukraine as one of the Canadian municipal partners.*

**CREDITS**  
Case Study Management: Tom Monastyrski, Pascal Lavie and Heliana Amadio  
Research and Writing: Miller, Dickinson and Blais  
Design: Friedl Group  
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## CASE STUDY: PLACE BRANDING FOR MUNICIPALITIES

FCM INTERNATIONAL

### The Case of Regina, Canada

#### INTRODUCTION

In 1998 an ordinary citizen would change the image and perception of Regina. A local optometrist suggested his professional association host their national conference in his hometown, Regina. He was met with great opposition from the conference committee: their perception of the city was entirely distasteful. Full of civic pride and shocked by their reaction, the optometrist wrote his MP, Mayor and prominent business leaders imploring them to work on the "image" of the city. The following year a Mayor's Task Force began an "Image Improvement Exercise", which led to the formation of a new logo. While a new logo for the community was a good start, many city stakeholders noted that it didn't deliver the results they were looking for, and that Regina needed a methodology and strategy to change its perception. In 2006 a formal place brand strategy began when many community stakeholders approached city council. Council subsequently approved the project to develop of a strategic brand for the City of Regina. The brand strategy plan included funding over a five-year period to develop and maintain the brand across the community.

This case study reviews the methodology used by the City of Regina to develop its place-branding strategy. Considering context, we will discuss success factors and best practices in developing a place-brand for municipalities.



In addition to Mr. Ward, FCM would also like to thank Kathleen Morrison (Brand Manager, City of Regina) for his assistance and contributions in the preparation of the case study.

The City of Regina is involved in the Municipal Local Economic Development (MLEED) project in Ukraine as one of the Canadian municipal partners.

**CREDITS**  
Case Study Management: Tom Morsanyiuk, Suzal Lavoie and Mikala Anykula  
Research and Writing: Kasia Ward, Founder of Build Strong Cities  
Date: May 2015

For more information: [international@fcm.ca](mailto:international@fcm.ca)



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## CASE STUDY: IS THERE A NEED TO SUPPORT WOMEN ENTREPRENEURS?

FCM INTERNATIONAL

### The Case of the Women's Enterprise Centre of Manitoba

#### BACKGROUND

Western Economic Diversification Canada (WD) is a federal government department with a mandate to promote the development and diversification of the Western Canadian economy as well as to advance the interests of the West in national economic policy. The department focuses on innovation, business development and community economic development in both urban and rural areas of Western Canada.

In the early 1990s, a Manitoba woman entrepreneur submitted a proposal to WD suggesting that there was a need for a centre devoted to helping women start businesses. The proposal prompted research to assess whether women entrepreneurs had special requirements and/or were underserved by existing supports. There was also research into the existence of gender-specific entrepreneurship centres in Canada and the U.S. The research led to the development of an advisory board comprised of women entrepreneurs, researchers and government representatives. These women were tasked with evaluating the need and ultimately proposing a structure for an organization that would work within the Western Canadian context.

In 1994, the Women's Enterprise Centre of Manitoba (WECM) was established by WD as a non-profit

organization to assist women throughout the province successfully start, operate and grow their own businesses. Several members of the original advisory committee were appointed to the first Board of Directors. Operations and loan funds were provided by WD. Over the years, the Centre has accessed additional project funds from the government to develop initiatives related to youth entrepreneurship, business technology adoption, planning for growth based on financial statement analysis, and strategic planning, among others. Through loan

FCM thanks the staff and clients of the Women's Enterprise Centre of Manitoba for their assistance in the preparation of this case study.

The Women's Enterprise Centre of Manitoba has shared its expertise and expertise with partners of FCM's Municipal Local Economic Development - Ukraine (MLEED) and Municipal Partners for Economic Development - Asia Region (MPED).

**CREDITS**  
Case Study Management: Suzal Lavoie and Mikala Anykula  
Research and Writing: Alben Kizilano  
Design: Christa Dube  
Date: May 2015

For more information: [international@fcm.ca](mailto:international@fcm.ca)



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## CASE STUDY: MUNICIPAL SERVICE AGREEMENTS UNDERPIN FIRST NATION'S ECONOMIC DEVELOPMENT

MUNICIPAL PARTNERS FOR ECONOMIC DEVELOPMENT PROGRAM

### The Case of St. Mary's, New Brunswick

St. Mary's, New Brunswick, is one of a handful of First Nations reserves in Canada that lies within the boundaries of a large urban municipality. Located in Fredericton, the capital city of the province, St. Mary's is an autonomous community with its own land, culture and character.

#### PURSUING INCLUSIVE DEVELOPMENT

Fredericton and St. Mary's occupy the same urban environment. A traveler could easily pass from Fredericton into St. Mary's without noticing the pattern of roads, housing and business development continues uninterrupted through the two jurisdictions.

Understandably, St. Mary's and Fredericton share the same water and sewage system, and police, fire and animal control services.

St. Mary's has been buying these key services from Fredericton for many years through agreements that are regularly reviewed, re-negotiated and renewed.

"It's a win-win situation," says St. Mary's Chief Candice Paul. "The city has the expertise, so we have a level of comfort — we can trust that things will be done right. Buying the services from the city is economical for us and it helps build rapport between the communities."

FCM would like to thank the following persons for their assistance in the preparation of this case study: **Leanne Pritch, Acting Chief of Police for the Fredericton Police Force; Nancy Jones, Assistant CEO, Director of Engineering and Operations for the City of Fredericton; Ayrene Johnson, Director of Operations for St. Mary's First Nation; Chief Gordon Reed, St. Mary's First Nation; Tina Dwyer, Finance Director and Treasurer for the City of Fredericton and; Brad Woodside, Mayor of the City of Fredericton.**

The City of Fredericton partners with the municipality of Tegapasa, British, within the Municipal Partners for Successful Development Program (MPSD).

FCM delivers programs to strengthen relations between Aboriginal communities and municipalities, including the Four Nation-Municipal Community Infrastructure Partnership Program (CMIP) and the Community Economic Development Initiative (CEDI). For more information, please visit FCM's website.

**CREDITS**  
Case Study Management: Pascal Lavoie, Third Division and Helene Amyot  
Research and Writing: Marie Walker, Walker Communications  
Design: Street City  
Date: November 2013

For more information, [international.fcm.ca](http://international.fcm.ca)



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## CASE STUDY: TECHNOLOGY PARKS AND INCUBATION IN ECONOMIC DEVELOPMENT

FCM INTERNATIONAL

### The Case of Drayton Valley, Canada



Technology parks and business incubators have become popular means of economic development by communities. Technology parks are designated areas where research or knowledge-based companies can locate near to each other. It is believed that technology parks will lead to increased collaboration, sharing and innovation among knowledge-based companies. In addition, technology parks are thought to attract talent and investment to a community.

While a technology park offers an area where similar businesses can locate near each other, a business incubator is a different model where new businesses requiring direct support can share space and receive business support services from professional service providers. Business incubators also provide an opportunity for new businesses to share ideas, knowledge and opportunities. Business incubators have been proven to reduce the rate of new business failure by providing concrete skills and competencies to business owners, as well as intangible values and confidence. Incubation has been seen to increase the viability of participant businesses.

The Town of Drayton Valley in Alberta, Canada has been selected as a case study in seeking to establish both a technology park and business incubator to spur economic development in the community. In particular, Drayton Valley is a small, rural community that has chosen to build on their historical area of strength — the forestry industry.

FCM would like to thank the following persons for their assistance in the preparation of this case study: **Polly Peterson and Len Symons.**

The Town of Drayton Valley partners with the City of Hongkong, Malaysia, within the Municipal Partners for Economic Development Program (MPED).

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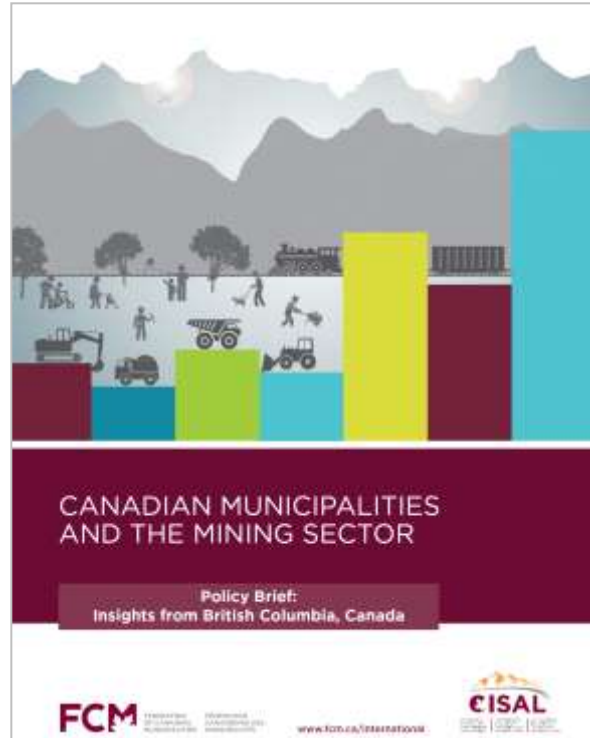
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**FR** **ES**

# 14

INTERNATIONAL CASE STUDIES

ÉTUDES DE CAS INTERNATIONAUX

ESTUDIOS DE CASOS INTERNACIONALES



## CASE STUDY: DEVELOPING TOURISM AND ENVIRONMENTAL SERVICES

FCM INTERNATIONAL

### The case of the port city of La Libertad, El Salvador

#### SUMMARY

Just a few kilometres from San Salvador, the capital of El Salvador, is the port city of La Libertad, home to some 36,000 residents. For decades, its proximity to the capital meant La Libertad was the most important commercial port in the country. However, over the past 25 years, the city has lost its status as the country's main port; La Libertad has therefore had to reorganize and re-energize its economy.

In 2006, the mayor of La Libertad, Carlos Molina of the Frente Farabundo Martí para la Liberación Nacional party (FMLN), initiated an alliance with the Alianza Republicana Nacionalista (ARENA)-led national government and the local private sector. This alliance aimed to transform the city into a national and international tourism port. "When a mayor is determined to achieve something," says Mayor Molina, "ideological differences have to be put aside."

Made up of entrepreneurs, artisans, shopkeepers, municipal staff and council members.

La Libertad (LID) Municipal Competitiveness Index 2009, El Salvador. Two large criminal gangs operate throughout El Salvador with more than 70,000 members. Although its leaders are in prison, they continue to direct their organizations, extorting businesses and manufacturers in communities throughout the country. Recently, a national agreement has succeeded in reducing the violence committed by these gangs in communities such as La Libertad.

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Since then, the local government has made significant progress, increasing municipal revenues and solving the city's solid waste problem (at the same time, using this solution to generate new sources of revenue for the municipality). To make sure progress continues, the municipality has created a Competitiveness Committee,<sup>1</sup> which has helped La Libertad achieve its status as the second most competitive municipality in the country.<sup>2</sup> For the future, Mayor Molina has drawn up an extensive list of public works and new projects; he is also reported to have reached an agreement with the large criminal gangs operating in the area,<sup>3</sup> which has made the city a much safer place to live and visit.

FCM would like to thank COMORE, its long-time Latin American partner for providing us to La Libertad.

**Credits**  
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## CASE STUDY: COSTA RICA'S MOST COMPETITIVE MUNICIPALITY

FCM INTERNATIONAL

### The Case of Belén

#### SUMMARY

A few kilometres from Costa Rica's capital, San José, is the municipality of Belén, a small canton (county) with just 23,000 permanent residents, spread over an area less than 12 km<sup>2</sup> in size. The municipality may be small, but it has received awards and recognition from the Comptroller General of the Republic for sound financial management,<sup>1</sup> and from the University of Costa Rica's Observatorio del Desarrollo (Development Observatory) for being the country's most competitive canton from 2006 to 2011, ahead of the country's capital. Among the competitive strengths recognized by these awards are Belén's dynamic economy, good local government and entrepreneurial climate, as well as the innovative capacity of its local administration.

In a 2012 survey, undertaken by a private sector consultant<sup>2</sup> for the Municipality, local residents described Belén as being "a pretty and well-kept canton" (94.7%) and "a good place to raise children" (94.7%). Twenty-five per cent of those surveyed did not have any problems with the canton, while those

According to a study undertaken by the Comptroller General of the Republic, the Municipality of Belén is at the top of the country's Budgetary and Financial Management Index. The controller published a report (Informe 02-02-04-6-2012), which analyzed 37 indicators of financial and budgetary management by local governments (management of income and expenditure).

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Prepared by Marie-Roselle from secondary sources, a visit to the canton of Belén, and interviews with key informants in Costa Rica and the Municipality. Contact the web page and other at: www.fcm.ca and www.facebook.com/fcm.ca/ or www.twitter.com/fcmca

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## CASE STUDY: PROGRESS TOWARDS SUSTAINABLE HUMAN DEVELOPMENT

FCM INTERNATIONAL

### The case of the Municipality of La Pintana, Chile

#### SUMMARY

Located in the Santiago Metropolitan Area (Greater Santiago), which comprise 52 highly diverse municipalities, the Municipality of La Pintana is considered to be relatively underdeveloped. Since the 1990s, however, despite its limited resources, it has implemented the concept of sustainable human development as set out in the United Nations' Local Agenda 21. As a result, La Pintana has applied a Regulatory Plan and municipal environmental regulations, which have enabled it to control excessive urban growth. Covering an area of 3,000 hectares and with a population of some 200,000 residents, the municipality has been able to cover the cost of a large number of basic services in a few, short years. One of its flagship initiatives involves the recovery and processing of the wet, organic components of municipal solid waste. This is transformed into topsoil and then used in new community parks and gardens.

#### DEVELOPMENT

La Pintana is one of the 34 urban neighbourhoods of the Santiago Metropolitan Area and is considered a low-income municipality with significant economic and social problems. During the period of the military dictatorship in the 1980s, La Pintana was set up as a municipality to receive impoverished families that had been expelled from the wealthier municipalities of Santiago. The availability of cheap, undeveloped land

enabled the military government to move these families into small social housing complexes with few services.

In 1992, however, the situation changed for the better, as the dictatorship came to an end and new mayors were democratically elected. Until then, La Pintana had ranked lowest in the Santiago Metropolitan Area because of its high levels of poverty. Since it has climbed nine places in the rankings, which indicates a significant improvement in the quality of life of the community's residents. In particular, large-scale housing construction schemes have been discouraged by the Regulatory Plan; this has had the effect of limiting social housing and preventing overpopulation, as well as keeping 40 per cent of the community's surface area free of housing.

Prepared by Mario Steadler and Daniel Soto in a report on the municipality. Information available in "Our Plan" magazine, no. 10 (1997-2002) and the web page: [www.municipalidadpintana.cl](http://www.municipalidadpintana.cl) (2012-10-28 10:42:43) (page not available).

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## CASE STUDY: AN ENTERPRISING, DYNAMIC SMALL CITY

FCM INTERNATIONAL

### The case of Rafaela, Argentina

#### SUMMARY

The city of Rafaela, in the province of Santa Fe, Argentina, is home to 103,000 inhabitants. Its 432 manufacturing industries of varying sizes, many of which export their products, give the city significant economic energy and provide it with a good quality of life and social harmony. These characteristics are rooted in the enterprising spirit of the area's first migrants and early settlers, who began to arrive in 1880, primarily from the Italian region of Piedmont. These first "ItaloArgentines" were enterprising and hardworking, and with very few resources developed dairy farming and agriculture in the region, paving the way for the current booming industrial city. Since 1991, as Argentina began a restructuring process with greater participation in the global economy, the Rafaela municipal government has taken an active role in promoting local development as a way of dealing with the crisis. It has created jobs and industries.

#### RAFAELA'S ORIGINS AND DEVELOPMENT

From its original farming boom, Rafaela branched out into small agri-businesses linked to dairies, lameness, and other agricultural products. Rafaela's pioneering farmers built the first agricultural machinery with their own hands, setting the tone for the city's metal machinery industry. At present, there are 432 manufacturing companies of all sizes operating in Rafaela, many of which are located in the city's three industrial parks. Until

1990, the city's industry and manufacturing were driven by local businesses and their associations, which were represented through a departmental-level centre for business and industry, called the Centro Comercial e Industrial (CCI) del Departamento Castellano; this also represented businesses from neighbouring municipalities.

At the end of the 1980s, the municipality's economic situation deteriorated and its administrative structure was no longer functional. In 1991, new municipal authorities, headed by the young Provincial mayor Oscar Perelli, initiated a process of municipal modernization, which achieved a balanced budget, improved the quality of the municipality's internal processes, and made it more open to collaboration with the private sector.

Case study by Mario Steadler based on a site visit, interviews and secondary sources. Updated in 2014.

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## CASE STUDY: SUPPORTING WOMEN'S ECONOMIC EMPOWERMENT

MUNICIPAL PARTNERS FOR ECONOMIC DEVELOPMENT PROGRAM

### The Case of the Women's Development Centre Project

#### I. GENDER IN THE CAMBODIAN DEVELOPMENT CONTEXT

In 1998, having successfully established peace throughout the whole country, the Royal Government of Cambodia (RGC) was faced with a number of critical development issues. An obvious challenge was widespread structural and gender-based inequality, which hindered women's participation in social and economic development activities. Among the problems facing women were a culture and tradition of inequality; unequal access to and control of assets; a lack of opportunities for income generation; sexual harassment and domestic violence; unequal opportunities to influence decision-making; and low levels of literacy and education. All of these factors limited the ability of women to access the better paid jobs in the growth sectors like garment and tourism, earn income from agriculture, gain access to common property resources, and obtain support to develop micro- and small-enterprise skills. Programs and facilities to address these issues and support their needs were limited in availability, scope and accessibility.

In 2004, the RGC requested technical assistance from ADB to formulate a pilot women's empowerment project, which

Municipal Partners for Economic Development (MPED) is a Federation of Canadian Municipalities' (FCM) program designed to support local governments and local government associations (LGAs) in seven developing countries to provide more effective local economic development (LED) services. MPED was established in 2010, with \$8.6-million financial support provided by the Government of Canada. In Cambodia, MPED is co-managed and co-implemented by FCM and the National League of Communes/Villages (NLCV). The two organizations work together to guide municipal development cooperation between the Canadian and Cambodian local government sectors, which includes municipalities and districts, sangkhats/communes, NLCV, central government and other stakeholders. The joint aim is to address decentralization policies and processes – in addition to local government capacity building – which contribute to the efficient and effective achievement of MPED objectives in Cambodia.

This case study was developed to share best practices and lessons learned from a project implemented by the Ministry of Women's Affairs (MWA) through the financial assistance from the Asian Development Bank (ADB) to members of NLCV, the Provincial Association of Communes/Villages (PACV), and the Association of Cities of Vietnam (ACV). Knowledge sharing is a key activity of the Asian component of MPED. It provides successful models from which LGAs can find new ideas, discover local economic development (LED) options, and learn practical steps that can then be applied and replicated.

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## CASE STUDY: SUPPORTING MICRO AND SMALL ENTREPRISES IN VIETNAM

MUNICIPAL PARTNERS FOR ECONOMIC DEVELOPMENT PROGRAM

### The Case of the Poverty Reduction through Integrated Small Enterprise Development (PRISED) Program

#### I. BACKGROUND

The Government of Vietnam has been publicly committed to tackling the issue of sustainable poverty reduction since 2002, when it approved the "Overall Strategy for Integrated Growth and Poverty Reduction" policy integral to the approach has been the concept of stimulating the growth of micro- and small enterprises, since they have a recognized potential to create jobs and increase personal and family incomes. Over this same period of time, the government has enacted legislation and put in place regulations to create a more favourable framework for the development and growth of small and medium-sized enterprises (SMEs).<sup>1</sup>

However, the very implementation of these laws, decrees and regulations creates barriers that prevent local economic development (LED) initiatives from reaping their full potential. Challenges include a lack of available and relevant training, of competent and experienced technical advisors and consultants, of access to capital, information and technology, and of a supportive regulatory environment. It

The integrated LED of SMEs and SDEs, as well as increase household income on the structure and operation of associations and community org. which serves the local development plan 2006-10.

The Federation of Canadian Municipalities' (FCM) Municipal Partners for Economic Development (MPED) is a three-year program (2010-2012) designed to support municipalities and assist in economic development work to seven developing countries in Asia, Africa and the Americas. The program partners with local municipalities and local government associations (LGAs) to provide more effective LED services to their citizens. MPED is coordinated with the financial support of the Government of Canada.

By providing coordinated technical assistance and financial "demonstration program", MPED allows partners to identify and address local needs and practices for effective municipal management and economic development.

The Vietnam case study has been identified and documented by the Association of Cities of Vietnam (ACV), supported by FCM. It focuses on its work done with Cambodia and Vietnamese municipalities – as well as other stakeholders in the economic sector and local economic development (LED) efforts – and to provide them with new ideas and support (LED) to use to improve their work, and to explore the potential underlying these models with a view to replicating the demonstration model and transfer these experiences to other countries.

FCM would like to thank the National Office of the International Labour Organization (ILO) and the People's Committee of the Hanoi City for their assistance in the preparation of this case study.

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## CASE STUDY: THE ROLE OF ELECTED MAYORS IN CREATING A BUSINESS-FRIENDLY ENVIRONMENT IN CARMONA

MUNICIPAL PARTNERS FOR ECONOMIC DEVELOPMENT PROGRAM

### Attracting Investors, Creating Jobs and Improving the Quality of Life for Residents

In 1991, enthusiasm was high among local leaders in the Philippines. Central government had passed an innovative Local Government Code, which meant that significant powers and functions were being decentralized and devolved to local authorities. Locally elected leaders, in particular mayors, could thus aspire to an important role in transforming the country.

Attorney Roy Loyola first ran for mayor of the Municipality of Carmona in 1995. This was just eight years after the fall of the Marcos regime when a new constitution was beginning to change the country's political environment. Loyola knew the potential for growth in his municipality; he also knew what was needed to provide opportunities for local citizens.

Located in the Province of Cavite on the outskirts of Metro Manila, Carmona's development has long been tied to the needs, pressures and opportunities of the neighbouring metropolitan area. In the early 1990s, Cavite underwent a period of industrialization and rapid urbanization, which began to turn the province into one of the country's major industrial and commercial centres. To tap into the opportunities offered

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By strategically concentrating resources on local-level "democratic projects", MPED allows partners to develop new evidence-based models and practices for effective municipal management and economic development. The resulting knowledge and data give partners (in particular LGAs) the wherewithal to influence national policy development and replicate local successes.

While this case study focuses on a municipality in the Philippines, its primary targets are Caribbean and Vietnamese municipalities. The intention is to provide them – and other stakeholders in the decentralization and local development effort – with ideas for innovative new ways to support local economic development (LED). It also aims to promote shared best work, and to question the practices underlying these models with a view to triggering the discussions required to adapt and transfer these experiences to other contexts.

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## CASE STUDY: INTER-MUNICIPAL COOPERATION IN THE PHILIPPINES

MUNICIPAL PARTNERS FOR ECONOMIC DEVELOPMENT PROGRAM

### The Case of the PPALMA Alliance

#### INTRODUCTION

In Barangay Balik, Midayap, farmer Rudy Quinos smiles as he remembers the days when he had to pay 10 pesos (P10) per sack to haul his rice harvest to where the buyer or buyer's representative waited. Those times were difficult. During the rainy season, the road was often muddy and the public utility vehicles would get stuck. Rudy had to spend a great deal of time getting his harvest to the buyers. Today, however, the buyer comes to the roadside to collect Rudy's sacks. Rudy Quinos, 61, is earning much more now than he was then. Not just from the P10 a sack, now that Rudy can spend more time at the farm, his former yield of 80 sacks per hectare each harvest has increased to at least 100 sacks.

Before the road leading to her area in Panatan, Pigwawayan, was rehabilitated, Teresita Cahugon would have to wake her children before 5 a.m. each day. This gave them enough time to walk the 1.5 km down a trail to meet the jeepney that would take them to school. The children had to walk barefoot because their shoes would get stuck in the mud and wear out quickly. Now that the road has been improved, her children are able to wear their shoes; it takes them a lot less time to get to school.

This is the kind of difference municipalities make in Cotabato Province, Philippines. This case study deals with economic development and the day-to-day changes in the lives of citizens. It tells the story of six contiguous municipalities.

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By strategically concentrating resources on local-level "democratic projects", MPED allows partners to develop new evidence-based models and practices for effective municipal management and economic development.

While this case study focuses on a municipality in the Philippines, its primary targets are Caribbean and Vietnamese municipalities. The intention is to provide them – and other stakeholders in the decentralization and local development effort – with ideas for innovative new ways to support local economic development (LED). It also aims to promote shared best work, and to question the practices underlying these models with a view to triggering the discussions required to adapt and transfer these experiences to other contexts.

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## CASE STUDY: FOSTERING LOCAL ECONOMIC TRANSFORMATION THROUGH COMMUNITY ENGAGEMENT

MUNICIPAL PARTNERS FOR ECONOMIC DEVELOPMENT PROGRAM

### The Case of Naga City, Philippines

Naga City is located 450 kilometres south of Manila in southern Luzon. It is about 100 kilometres north of Legaspi City, the government centre of Bicol Region, one of the country's 16 administrative regions. It is home to two of the country's oldest colleges, founded in 1793 and 1868 and is considered "the heart of Bicol". It has established itself as the historical, religious, educational and business centre of Bicol Region. Naga has a population of approximately 175,000 people which swells to an estimated day-time population of 300,000 to 400,000. It has a total land area of 85 square kilometres. The city is landlocked. It doesn't have direct access to the sea and is not particularly well-endowed in terms of location and natural resources. It is therefore somewhat disadvantaged compared to other cities, especially port cities, from an economic development perspective.

Twenty years ago, the potential for the growth of the City's commercial and basic sectors had significant limitations. The local economy was weak and employment was scarce. Business sector confidence was low and there was widespread indifference towards development and little cooperation among the various sectors of society. The city's main public market – considered in 1969 as Southeast Asia's biggest – had significantly "degraded" and was later hit by a fire which took away 1/3 of its available space. The

The Federation of Canadian Municipalities' (FCM) Municipal Partners for Economic Development (MPED) is a five-year program (2010-15) to support sustainable and equitable economic development in seven developing countries in Asia, Africa and the Americas. The program partners and direct beneficiaries are local governments and local government associations (LGAs) from these seven countries. MPED is undertaken with the financial support of the Government of Canada.

By strategically concentrating resources on local-level "democratic projects", MPED allows partners to develop new evidence-based models and practices for effective municipal management and economic development.

This case study from the Philippines was identified and documented with the intention of offering ideas for Caribbean and Vietnamese municipalities, as well as other stakeholders in the decentralization and local development effort, to transfer new practices and experiences as part of their own supporting LED. Its focus is to propose ideas that can be used to question the practices underlying these models, with a view to triggering the discussions required to adapt and transfer these experiences to other contexts.

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# 15

PROJECT CASE STUDIES

ÉTUDES DE CAS DES PROJETS

ESTUDIOS DE CASO DE PROYECTOS

# CISAL Project Projet CISAL Proyecto CISAL

**CASE STUDY:**  
Rapid Growth Community Teams,  
Saskatchewan

*The Saskatchewan case*

Photo of growth and infrastructure



**BACKGROUND AND CONTEXT**

Over approximately 40% of the province's arable land, Saskatchewan is often referred to as the bread basket of Canada. While agriculture has been the backbone of the economy over the last century, it is rapidly the development of Saskatchewan's vast potash and uranium resources have been attracting investments and fueling growth in the province. The impact of this rapid growth has been doubly felt by surrounding towns and communities, particularly where municipal services and infrastructure were inadequate to keep pace with the increase in population and growing demand for health care, education and emergency services.

Local governments in these rural and remote regions of the province often lack the financial resources to be able to manage growth and 1988 Saskatchewan implemented the Municipal Tax Sharing (Municipal Act) in recognition of the fact that towns have impacts on surrounding municipalities. The initiative allowed for the redistribution of municipal property taxes on potash mines to be shared with eligible rural and urban municipalities within a 20 mile (approximately 30 kilometre) radius of a potash mine's headframe. Cities with a population greater than 5,000 were eligible. In recent years, this initiative has generated roughly \$2M a year which is being shared between 14 eligible municipalities.

What can municipalities do when the development of a new mine nearby threatens to overwhelm their financial infrastructure and service delivery capacities?

The Canadian province has adopted an innovative approach which involves providing small-quantity loans of financial services providers to most directly help municipalities to help them to better prepare to manage growth and development in their communities.

The City of Humboldt is a community located in the central part of the province of Saskatchewan, is an area where there are a number of potash mines, incorporated as a town in 1907. Humboldt's became a potash mining community which later allowed the development of agriculture related businesses, including a robust agricultural manufacturing sector over the last 60 years.

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ES

**CASE STUDY:**  
Reclamation and Closure in the  
City of Timmins

*The Timmins Case*

Photo of closure and reclamation



**BACKGROUND AND CONTEXT**

Mining has had a very long and successful history in Canada, although its environmental legacy remains an on-going challenge. The City of Timmins was established as a mining town in the early 1900s during a gold rush that led to the discovery and development of numerous mines.

The Dome, Hollinger and McEwen mines, which today fall within the municipal boundary of the City of Timmins, have been amongst the most successful gold mines in Canada over the last century with a combined production history of close to 50 million ounces of gold.

The success of these three large mines, combined with the late discovery of a large copper and base metal deposit at Midvale, attracted interest and investment in many other mines over the years in the area surrounding Timmins. Most of these mines were developed at a time when the mining industry paid \$500,000 to each ounce of indigenous people, environmental concerns or any consideration for the eventual reclamation and closure of the mine sites.

As production dropped in the 1980s many of the mines were abandoned or companies were forced into bankruptcy, leaving behind a landscape scarred for open pit, massive networks of underground shafts and tunnels, mine waste and tailings.

The case study profiles the collaborative efforts of the City of Timmins and Goldcorp in undertaking the planning and implementation of a comprehensive reclamation and reclamation project adjacent to the city's Abitibi mine.

The problem for the City of Timmins is that a large amount of the municipal land base adjacent to the city's downtown core had been rendered unusable due to the lack of proper site reclamation and river channel planning. Over the last 10 years, Goldcorp, through its Timmins based operating unit known as Porcupine Gold Mines, has launched a comprehensive closure program to remediate more than 200 legal and closed mine sites that they had acquired during their operations in the Timmins area.

The reclamation costs are being funded from Goldcorp's mining operations around Timmins and are being planned

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Design: Anna Riviere  
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# CISAL Project Projet CISAL Proyecto CISAL

**CASE STUDY:**  
Sudbury's Transformation: from mining town to regional service center and innovation cluster

*The Sullivan Case*



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**» BACKGROUND AND CONTEXT**

Endowed with one of the largest concentrations of nickel-copper deposits in the world, Sudbury is unlike any other resource town in Canada having evolved from a colonial frontier mining town into the largest integrated mining center in the world with a population of 160,000 people. Originally established as a mining depot in the 1800s, Sudbury mostly grew with the construction of a mine and smelter in the late 1800s, incorporated as a town in 1883. Sudbury became a city in 1990 as industrial and military demand for nickel quickly grew giving the need for its copper production.

Up until the 1970s, Sudbury was a quintessential company town that was dominated by the international nickel and cobalt giant Inco, which had an immense level of influence over the development of the city. Over the course of the last century, Sudbury's fortunes were closely aligned with the performance of nickel, silver and cobalt. As the global nickel market and Inco's fortunes declined, the city's economic future became uncertain.

Like most resource towns, Sudbury has experienced a sequence of booms and busts that contributed to a lingering feeling of uncertainty about its long-term economic future. Sudbury's population grew rapidly from approximately 115,000 in 1960, up to a high of 170,000 in 1975, before dropping back to 150,000 in the mid-1980s. Property ownership and taxation policies that favored the

Under the leadership of the regional municipality, Sudbury has marshalled resources and support from different levels of government, the private sector and not-for-profit organizations to become a cluster of innovators and entrepreneurs in the working sector while also establishing itself as a regional center for services in northern Ontario.

mining companies and boosted provincial mining revenues had a positive impact on the city. Up until the 1960s, a paternalistic relationship existed between the city and the industry, resulting in the mining companies exercising a high degree of control over municipal institutions, service delivery and even political representation.

The fact that mining companies were not subject to property tax but rather paid a grant-in-lieu-of-taxes represented a







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**CASE STUDY:**  
Sullivan Mine: Closure and Reclamation

*The case of Kimberley*



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**» BACKGROUND AND CONTEXT**

Kimberley is a town in southwestern British Columbia with a population of approximately 6,000 people. The discovery of a rich mineral deposit in 1892 resulted in the development of one of the world's largest mines in Kimberley. The Sullivan Mine, which operated from 1899 until its closure in 1989, employed nearly 3,000 people at its peak.

The mine was considered one of the world's biggest sources of lead and zinc, producing over 220 billion in lead, zinc and silver. The mine produced at nearby smelters in Trail and Nelson, BC. Although mining was the backbone of the local economy, Kimberley was also situated close to lumber mills and served as a locomotive maintenance facility for the Canadian Pacific Railway.

As early as the late 1960s, the municipality started to explore options to diversify the economy. In the 1970s, the community recognized Kimberley's enormous recreational potential and began exploring ways to attract visitors. In 1975, the town decided to adopt a tourism theme which included the creation of a pedestrian-only shopping area and transforming the downtown area so that it resembled a small mountain village in the alps which led to Kimberley becoming known as the Mountain City of the Rockies. This was the beginning of Kimberley's transition from a traditional mining town into a tourist destination.

After almost a century of continuous operation, the decision to close the Sullivan Mine in Kimberley, British Columbia proved a serious threat to the future survival of the town. This case study takes a look at how a municipality and a mining company worked in partnership to plan for closure and to combine their resources to secure the long-term success of Kimberley.

In the 1980s there were some preliminary discussions about the eventual closing of the Sullivan mine but it wasn't until the early 1990s, roughly two years before the expected closure that planning became more deliberate.

The combination of strong municipal leadership and a more open and collaborative attitude from the company was creating a constructive environment to consider the future of Kimberley following the closure of the Sullivan mine. According to one report, the relationship between







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# CISAL Project Projet CISAL Proyecto CISAL

**CASE STUDY:**  
**The Re-Greening of Sudbury, Ontario**  
*The Sudbury Case*



**BACKGROUND AND CONTEXT**

It was during the construction of the Canadian Pacific Railway that the historic deposits of the Sudbury basin were discovered leading to the development of a mine and a smelter in the area of Copper Cliff in 1888. Originally known by Canadian Copper Company which later came to be part of the International Nickel Company (INCO), mining rapidly expanded and Sudbury soon became the dominant supplier of nickel to the world.

The nature of the work from the Sudbury basin required that heavy dirt be loaded before they could be loaded. Early methods for separating materials and reducing sulphur content of the ore involved the construction of large steel yards built with steel that contained heavy metals. The yards covered with one and another by dirt to earn the money. This practice put enormous pressure on the surrounding environment due to the abandonment and the emission of high concentrations of ground level sulphur dioxide.

The yards had been built when steel from around 1880 up until 1970 when it was largely with sulphur content was built at Copper Cliff. Although the yards were a huge environmental asset the steel yards they continued to emit large quantities of sulphur dioxide, as well as oxygen and other pollutants, which resulted in SO2. The combined effect of these pollutants led to the acidification of the

After almost a century of several alkaline and acidic rain, the landscape surrounding Sudbury has almost of vegetation and the soil had been contaminated with toxic chemicals. The City of Sudbury, in partnership with the local community, the mining industry and with support from other levels of government, initiated one of the largest environmental remediation efforts after mining industry acidification in the world.

and remedying massive areas of former industrial around Sudbury and effectively bring them back to life.

In 1976, the absence of vegetation and the exposed rock (acidified by the acid rain) gave Sudbury a striking appearance that many people who had never seen it before in the city (many who had a carpool and stayed in the city) and the title for Sudbury to recover from thousands of acid rainfalls.

**QUESTIONS**  
Could the historic landscape be restored?  
How could the landscape be restored?  
What actions were taken?  
What were the results?  
What information was made available?

**BACKGROUND AND CONTEXT**

As demand increased for nickel and other metals, the industry needed to secure relationships with local communities through long-term, equitable sharing of revenues and benefits, an opportunity emerged for First Nations to exercise greater influence over the course of mining development in their regions.

In 1980, the Wabun Tribal Council was established to provide greater self-reliance amongst the six First Nations in northern Ontario including Brantford, Huron, Chippewia, Ojibwa, Ojibwa First Nation, and the Shawanaga and Shawanaga First Nations. The population of these communities is around 100,000 people.

Initially established as the result of government-led efforts, in 1983, the Wabun Tribal Council is responsible for the coordination and delivery of services to the First Nations.

**QUESTIONS**  
How can the Wabun Tribal Council be established with financial resources?  
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**CASE STUDY:**  
**The Wabun Tribal Council**  
*The end of Northern Ontario*  
*First Nations of Mining Region*

**BACKGROUND AND CONTEXT**

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**CASE STUDY:**  
**Thompson Economic Diversification Working Group**  
*The Thompson Case*



**BACKGROUND AND CONTEXT**

Thompson is a mining town that was established in 1881 by the mineral local, Nickel Company of Canada (NCC) following the discovery of a premium nickel ore deposit. Under an agreement with the Province of Manitoba, NCC was given the responsibility for developing a town of 8000 people which included the construction and maintenance of the town's infrastructure including roads, water supply systems, lighting, power distribution, a hospital and a school.

Over the last 100 years, the NCC has established a large amount of wealth for the town. It is a town of 8000 people and a growing economy and a strong, strong and vibrant point of contact for the mining industry in dealing with mining-related activity in various levels.

Through the Wabun Tribal Council, this community has developed a collective approach to engaging with the mining industry that has been successful.

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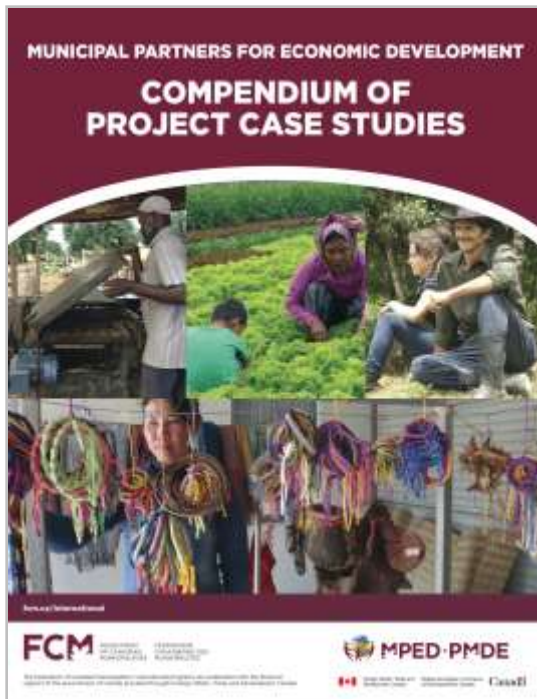


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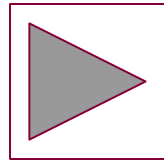
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# 16

PROJECT GOOD PRACTICES

BONNES PRATIQUES DES PROJETS

BUENAS PRÁCTICAS DE PROYECTOS



MLED Project  
Projet MLED  
Proyecto MLED



# MLED Project Projet MLED Proyecto MLED



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# MPED Project Projet PMDE Proyecto PMDE

## GOOD PRACTICES REPORT

### Boosting territorial cohesion: the West African economic corridor experiment

2019 project, under authorship (FR): MPED - 2020, project manager - Africa, Presidency of Economic Policy - International  
Project Leader: Spanish Knowledge Management / Presidency of Economic Policy - International

In 2010, the Presidency of Economic Policy (PEP) launched a process of reflection in cooperation with its partners in Mali and Burkina Faso for the promotion of local economic development (LED). The project was framed in collaboration with the search of the Municipal Forum for Economic Development (MSED) in Niger, funded by the government of Canada's Department of Foreign Affairs, Trade and Development (DFAIT).

In both Mali and Burkina Faso, the issues surrounding territorialisation and the development of viable economic mechanisms, good economic strategies for the rural and local authorities. The MSED responded to the complexity by developing an integrated approach based on a territorial development approach. This approach considers the economic corridor alignment and demonstrates the relevance of the intervention strategy provided by Canadian municipalities, along with the opportunities the equipment has yielded.

To meet the challenges posed by development and increase community prosperity, local governments have a decisive role to play in creating a favourable environment for economic development. These include legislation, urbanism, local infrastructure and business services. However, local governments are key to ensuring the environment of socioeconomic context, which can be a positive factor in meeting local strengths and resources and fostering business development. The main challenge in West Africa is to identify strategies to create an economic space in which to meet these challenges. Economic corridors are increasingly vital in meeting these challenges.



#### TERRITORY AND LOCAL ECONOMIC DEVELOPMENT

Over years, West Africa has been attracting to global market integration in the region, and in so doing, has faced a variety of challenges. According to the Community of West African States, despite the trade effects being made to improve the goal, intra-regional trade remains at only 10% of total trade. Despite this, economic development in Mali and Burkina Faso is gaining momentum. With 2020 growth rates of 5% and 6%, respectively, there could be an upturn in the full of primary activities targeted to reach a sustainable development and the full of secondary markets is valued by the Global Markets Forum that established in 2018 in the project. This reality is particularly seen up the country's political transition period.

This good practice is published in the format PDF and in the format audio-visual on YouTube.

This good practice report is part of a series written in a non-technical approach and model. In total, seven reports have been developed, applied to various LED projects in Africa, Latin America and Europe. The reports are available in French, Spanish and English. The reports are available in partnership with local government associations and selected municipal governments in Africa, Burkina Faso, Cambodia, Mali, Nicaragua, Romania and Vietnam.

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## GOOD PRACTICES REPORT

### Improving water resource management to sustain agriculture development: implementing drip irrigation in Cliza, Bolivia

#### WHEN WATER BECOMES SCARCE

Agriculture in the corridor of the local economy in the Municipality of Cliza, Bolivia, with a semi-arid climate, the region is largely dependent on groundwater for crop irrigation. Local producers in Cliza have been reporting that soils are getting drier and that deeper wells are required to maintain an adequate supply of water for irrigation. The water table has been a very slow depth in the region, and this has led to a decrease in the water table. There was no plan to plan for water table resources and ensure local water supply for local sustainable development. There seemed to be no solution until the search for the opportunity.

In consultation with experts from the State of Potosí, Cliza's local leaders and community representatives identified the need for proper functioning of the groundwater resource, along with the need to adapt local producers to climate change through irrigation methods. This document shows the importance of the project in assessing local water resources and the potential to improve agricultural production and contribute to the local sustainable economy.

#### THE DRIP IRRIGATION DEMONSTRATION PROJECT

The initiative involved the installation of a drip irrigation system on a local producer's field in Cliza. Irrigation methods in Cliza range from the traditional method reported to be flood irrigation, a labor-intensive process involving a system of water ditches and dams to direct water over fields. This method of crop irrigation is not an efficient use of the water resource, since much of the water evaporates or infiltrates into the ground or the ditches or subsides in the soil. The drip irrigation system reduces the production of water for the extended periods of time to irrigate and direct the water to the plants.

The installation of a drip irrigation system was undertaken with assistance from a local producer team. This team recommended a simple and affordable system, and volunteered his time to participate in a research team that would help to improve the local farmers and tested the drip irrigation system. The main results achieved for the project include:

- Installation of one of the best drip irrigation systems in a local producer's field as a demonstration project.
- Development of local producers and stakeholders that drip irrigation is an effective means of crop irrigation that uses less water than the practice of flood irrigation.
- Increase in the number of other benefits of drip irrigation, as a much less labour-intensive system that frees up the producer's time to work on other crops and increase production.
- Success of this demonstration project has led to a request from nearby producers to have a similar system installed in their fields.



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## GOOD PRACTICES REPORT

### Leveraging tourism potential through local economic development strategic planning

#### THE UNTAPPED POTENTIAL OF TOURISM IN THAI NGUYEN CITY

The Nguyen City is the economic, political and cultural capital of the high quality of its green tea production. The city is also an important center of learning and one of Vietnam's major industrial centers.

Located about 100 km from the capital of Vietnam, the Nguyen City is categorized as a "first class" city with a population of 400,000 of which a significant portion are university students. The city is also a city with a high potential for local economic development and tourism, with many local-level schools, colleges and universities. The Nguyen City is also an important transport hub that connects the northern mountainous region with other provinces in the northern delta and with Hanoi.

The Nguyen City has managed to become a regional hub for tourism, with the cultural heritage, scenic landscape and proximity to the coast, along with a unique history that contributes to the region with the northern mountainous provinces. In line with its economic plan for tourism development, the Nguyen City is embarking on a strategic plan to increase the number of domestic and international tourists and the length of their stay.

The city's tourism industry is limited and there is a need to not only improve the quality of services and facilities in order to attract tourists, but also to improve the quality of services and facilities in order to attract tourists. Local management is limited and policies and strategies are not suitable to attract tourists.

The concept of local economic development is very new to the city's leadership. The provincial leader plan is currently regarded as the main plan to be developed and implemented. The concept of local economic development is very new to the city's leadership. The provincial leader plan is currently regarded as the main plan to be developed and implemented. The concept of local economic development is very new to the city's leadership. The provincial leader plan is currently regarded as the main plan to be developed and implemented.

The northern provinces of Vietnam, the Nguyen City identified the need to increase tourism and jobs in the services sector and to provide greater opportunities for its population, particularly in the rural agricultural areas.

#### A LOOK AT SELECTED ACHIEVEMENTS

Through a partnership with the City of Ottawa in Canada and as part of the Municipal Forum for Economic Development (MSED) program implemented for the promotion of Canadian municipalities, the City of Thai Nguyen developed a strategic plan to develop a strategic economic development plan. Developing the strategic economic development plan was developed for the sector that involved working with the local community to identify the most productive opportunities for economic development.

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# MPED Project Projet PMDE Proyecto PMDE

**GOOD PRACTICES REPORT**

## City successfully adopts strategies to develop tourism and enhance economic development within the El Arenal Natural Reserve

**THE CITY AND THE PROBLEM**

The City of San José de los Rios (San José de los Rios) is a small town located in the north of Ecuador. It is one of the poorest of the country. The city has a population of approximately 10,000 people. The city is located in a rural area and has a high unemployment rate. The city is also facing a high level of poverty and a high level of social inequality. The city is also facing a high level of environmental degradation and a high level of deforestation. The city is also facing a high level of social inequality and a high level of poverty.

**THE PROBLEM AND ITS BENEFITS**

The city is facing a high level of poverty and a high level of social inequality. The city is also facing a high level of environmental degradation and a high level of deforestation. The city is also facing a high level of social inequality and a high level of poverty.



**FCM** **MPED PMDE** **EH** **CaseB**

**GOOD PRACTICES REPORT**

## Learning in community regional economic revitalization and sustainability

**THE PROBLEM AND ITS BENEFITS**

The city is facing a high level of poverty and a high level of social inequality. The city is also facing a high level of environmental degradation and a high level of deforestation. The city is also facing a high level of social inequality and a high level of poverty.

**THE PROJECT**

The project is a community-based initiative that aims to revitalize the local economy and improve the quality of life for the residents of the city. The project is focused on creating jobs and providing training opportunities for the residents of the city. The project is also focused on improving the infrastructure of the city and providing access to basic services for the residents of the city.



**FCM** **MPED PMDE** **EH** **CaseB**

**GOOD PRACTICES REPORT**

## Biomass briquettes: Sustainable micro-enterprises that reduce household costs

**THE PROBLEM AND ITS BENEFITS**

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**THE PROJECT**

The project is a community-based initiative that aims to reduce household costs and improve the quality of life for the residents of the city. The project is focused on producing biomass briquettes from agricultural waste and selling them to the residents of the city. The project is also focused on providing training opportunities for the residents of the city.



**FCM** **MPED PMDE** **EH** **CaseB**

**GOOD PRACTICES REPORT**

## Mobilizing local entrepreneurial networks for economic prosperity: The collaboration of morogoro for the miners cooperative society

**CAN MICRO-BENEFIT MOROGORO'S LOCAL ECONOMY?**

The city is facing a high level of poverty and a high level of social inequality. The city is also facing a high level of environmental degradation and a high level of deforestation. The city is also facing a high level of social inequality and a high level of poverty.

**A STRATEGY TO INCREASE THE STRENGTH OF LOCAL NETWORKS**

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# CARILED Project Projet CARILED Proyecto CARILED

**GOOD PRACTICES**  
**CARILED**  
CARIBBEAN LOCAL ECONOMIC  
DEVELOPMENT PROJECT

## Good practices in BUILDING LOCAL INSTITUTIONS FOR LOCAL ECONOMIC DEVELOPMENT

This good practices report is the second in a series that shares successful approaches to local economic development by Caribbean local governments. The series is produced by the Caribbean Local Economic Development Project (CARILED) and is based on the experiences of local governments from 2012 to 2017. CARILED operated in partnership with local authorities and communities in Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia and Trinidad and Tobago. This report explores the practices of four leading communities in Grenada, Guyana, Jamaica, and Dominica that demonstrate excellence in engaging their communities in local economic development. The lessons in the report are transferable to other localities.



**What does "building institutions" refer to?**

In the context of capacity development of local governments, it means to consolidate new mechanisms and practices of public institutions that uphold local values and priorities. Local governments demonstrate commitments to LED by hiring LED staff, opening LED offices and allocating resources to LED initiatives. These commitments entrench conditions for sustainable LED and ensure that new systems, processes, programs and services continue over the long term in spite of changes in government administration.

**What is LED?**


The goal of local economic development is to create wealth, generate jobs, increase incomes and ultimately, reduce poverty and improve the quality of life for both women and men in a locality. It is a process by which local communities, governments, civil society and the private sector work together, under the leadership of a local government, to stimulate local economic activities and create an environment conducive to business in the community.

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**GOOD PRACTICES**  
**CARILED**  
CARIBBEAN LOCAL ECONOMIC  
DEVELOPMENT PROJECT

## Good practices in PUBLIC ENGAGEMENT FOR LOCAL ECONOMIC DEVELOPMENT

This good practices report is the third in a series that shares successful approaches to local economic development by Caribbean local governments. The series is produced by the Caribbean Local Economic Development Project (CARILED) and is based on the experiences of local governments from 2012 to 2017. CARILED operated in partnership with local authorities and communities in Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia and Trinidad and Tobago. This report explores the practices of four leading communities in Grenada, Guyana, Jamaica, and Dominica that demonstrate excellence in engaging their communities in local economic development. The lessons in the report are transferable to other localities.



**What does "public engagement" or "community engagement" mean?**

"Public" or "community" is defined as community members and civil society organizations. "Engagement" is used as an inclusive term to describe a broad range of interactions of a local government that includes its community in decision-making and development projects.

**What is LED?**

The goal of local economic development is to create wealth, generate jobs, increase incomes and ultimately, reduce poverty and improve the quality of life for both women and men in a locality. It is a process by which local communities, governments, civil society and the private sector work together, under the leadership of a local government, to stimulate local economic activities and create an environment conducive to business in the community.

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DEVELOPMENT PROJECT

## Good Practices from Caribbean Local Authorities who Established PARTNERSHIPS FOR LOCAL ECONOMIC DEVELOPMENT

This good practices report is the first in a series that shares successful approaches to local economic development led by local governments in the Caribbean. The series is produced by the Caribbean Local Economic Development Project (CARILED) and is based on local initiatives operated in partnership with local authorities and their respective ministries in Belize, Dominica, Grenada, Guyana, Jamaica, Saint Lucia and Trinidad and Tobago from 2012 to 2017. The report explores the experiences of four leading communities from the region, communities that demonstrate excellence in creating partnerships that contribute to successful LED. The lessons in the report are transferable to other localities.



**What is partnership?**

Partnerships refer to local authorities or local governments that forge formal relationships with stakeholders to achieve development objectives in communities that they represent.

**What is LED?**

The goal of local economic development is to create wealth, generate jobs, increase incomes and ultimately, reduce poverty and improve the quality of life for both women and men in a locality.

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# CARILED Project Projet CARILED

**GOOD PRACTICES REPORT**

## Revitalizing a Downtown Park in Belize City, Belize: Design and Management of Open Spaces for Urban Communities and Small Businesses

**BELEZE CITY: TURNING CHALLENGES INTO OPPORTUNITIES**

Belize City is a culturally and commercially diverse community in Belize. Home to 80,000 residents of diverse ethnic origins (K'ichee, Chinese, Latin, East Indian, Garifuna, Lebanese and Maya), Belize City is the largest English-speaking urban community in Central America. The city is also the country's financial and industrial hub. Its assets include the principal airport, the country's only international airport and the largest number of commercial enterprises in Belize.

However, while Belize is well known for its living sites, Mayan heritage and Central American wildlife and birds, downtown Belize City is often not an visitors' "must see" list. As a result, significant economic potential remains untapped. For years, City Council has struggled to maintain abandoned historical buildings and 22 parks in the downtown area. Local entrepreneurs also faced challenges in opening and operating businesses, and youth unemployment was an ongoing concern. This created a depressed environment, and international tourists have tended to remain on their cruise ships, or stay in a tourist village or in neighboring communities.

In 2012, the Belize City Council decided it was time to turn this situation around. Building on Belize's

"Horizon 2020" development strategy, the Council launched the Belize City Master Plan and identified a series of flagship projects to promote business growth, community involvement and the development of open spaces. As part of this strategy and in consultation with the local business community, local parks were targeted for revitalization to provide multi-use recreation and leisure sites for citizens and tourists. One flagship project, the BTL Park Project, aimed to:

- Provide support for new and existing small and medium-sized businesses
- Attract tourists through infrastructure regeneration and better bridges with the Fort George Tourism Park
- Provide a range of quality programs and services through the development of environmental and cultural programs

Three years later, the BTL Park is starting to bloom. This good practice document looks at what was accomplished by the Council and its partners, and outlines a simple roadmap that can inspire other leaders facing similar development challenges.

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The good practice report is part of a series to share valuable innovation approaches and results for local economic development that have been successfully applied by partners of the Canadian Local Economic Development Project (CARILED). CARILED is a five-year, multi-country local economic development program implemented by the Canadian International Development Cooperation Corporation (CIC) in partnership with the Caribbean Office of Local Government, Ministry of the Caribbean Secretariat of Local Government Affairs and the Commonwealth Local Government Forum with financing from the Government of Canada.

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**GOOD PRACTICES REPORT**

## Approaches to Employable Skills Training for At-Risk Youth: A Good Practice Report from Greater Belmopan, Belize

**YOUTH IN BELMOPAN**



Belmopan, the capital city of Belize, is considered one of the smallest capitals in the world, with a population of approximately 14,000 persons. More than half of its residents and those in the surrounding rural area, Cayo Rural, are youth under the age of 35 years. Cayo has the second highest rate of joblessness, with numbers increasing over the last few years.

Belmopan is also home to the main campus of the University of Belize, and is located in close vicinity to several archaeological sites and tourist attractions. Often referred to as the safari city in Belize, Belmopan is now facing a growing number of at-risk, disadvantaged youth. Many of these youth are from Transgenerational families who are primarily situated in high rainfall drop-outs. With little formal education and no technical skills, many young men are prone to joining street gangs or engaging in other criminal activity.

The Young Barber's Training program was a concept developed by the Belmopan YWCA in response to the growing number of young males who were without skills and education. This idea was presented to the Belmopan City Council, who then discussed the proposal with the

Local Economic Development Office, the LED-PAC and potential partners, including private and public sector groups. The program fits well within Belmopan's LED strategic plan and directly responded to Priority 3 that can support the start-up and growth of businesses.

**THE PROJECT AND ITS RESULTS**

The training program originally targeted 40 males ages 15-24 who live in the rural areas that are adjacent to the City of Belmopan. Inspired by the local economic development initiatives that were taking place in Belize City, the YWCA Belmopan set out to provide short training sessions on employable skills sets needed in the community. The program was called the Young Barber's Training Program (YBTP).

The YWCA partnered with the Belmopan City Council, the YWCA Belize City and the La Inmortalidad Credit Union, along with international partners including CARILED. The project aimed to:

- Enhance technical and business management capacities among young males in Belmopan and adjacent rural communities
- Improve access to finance and knowledge of business management
- Increase employment opportunities for entrepreneurs among young males

Although originally focused on young males, the program was able to successfully train 42 young persons, including 8 females during 2 barber training cohorts held over 12 weeks.

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# MLED Project Projet MLED Proyecto MLED

## MUNICIPAL LOCAL ECONOMIC DEVELOPMENT SUCCESS STORIES

### Ternivka Agency of Economic & Social Development Is a new helper and friend for local business

Businesses in the town of Ternivka have found new opportunities to prosper thanks to a new agency set up by the city. The Ternivka Agency of Economic & Social Development (MLED) was created to facilitate the links between business and government institutions and local government bodies. The community now has a new platform for dialog between business and government, while City Hall has a partner in the promotion of local entrepreneurship.

Most of the local economic development challenges facing the business and residents of Ternivka are the consequence of a former manufacturing town. Ternivka and its area around the town contain deposits of mineral oil. It is therefore in geographically unfortunate by ODEK Petrobrasil, the country's largest oil mining company. Ternivka is almost completely dependent on the company, because it provides the bulk of the town's livelihood.

The needs of ODEK Petrobrasil significantly shape the composition of employed labor force in Ternivka, which is causing the concentrated dependency of adult males returned abroad by the company. The country of their return is that there are few job and career opportunities for women and young people. This reduces to the potential of all residents, and is hardly healthy.

To foster change in the economic structure of the city and provide viable social problems facing local, the Ternivka Agency of Economic & Social Development (MLED) was set up in June 2013.

"When we set up the Agency, we decided that it would focus on economic development. However, we have a lot of social problems as well. They also need to be considered and resolved, and not just at public cost. So we called the organization the Agency of Economic & Social Development and not just an agency. This kind of organization can be more flexible than a state agency and can handle social development issues in the community," says Natalia Pavlovskaya, Director of Economic Development and Territorial Administration under the Ternivka City Council.

The establishment of the MLED was supported by the Ukraine Municipal Local Economic Development (MLED) Project, delivered by the International

of Canadian Cities with funding from the Government of Canada, the ODEK Corporation as part of its Social Partnership Strategy for 2013-2015, and the Department of Economic, Entrepreneurship and Federal Administration of the Ternivka City Council Executive Committee. As a first priority also accepts the Agency began to work on getting the trust of local business.

"The first step was to go to business and explain what we were doing. We developed a survey with the question: what do you expect help from us? Initially, they were cautious, but as they began to come in thousands, we, especially small businesses, who don't have their own lawyers or accountants. These business owners understood that we were not their enemies, we were their helpers. They not only the business people could do as their competitors. But government employees and staff their public institutions were," Oksana Kovalyuk, Director of the Ternivka Agency of Economic & Social Development.

Before the end of the first year of operation, the organization had received the application as an important facility for the development of private relations in the town and a reliable platform for dialog between business and government. One particularly noteworthy initiative is the "one-to-one" owners. There have been many requests, as there are available organized by MLED staff bring together representatives of local business, ODEK, local government agencies, and meet the town Mayor. Participants discuss a range of issues around municipal development and look for opportunities to work together on a variety of social initiatives.

"These meetings organized by the Agency have made it possible for us to meet our key local business and citizens with City Hall and City Mayor. Instead of waiting forever for the one-to-one meetings with specific officials, I can now talk with them or, if necessary, through the MLED, which organizes such get-togethers and helps arrange any necessary conditions," says Natalia Pavlovskaya, Director of Economic Development and Territorial Administration under the Ternivka City Council.

The Agency's most remarkable innovation for Ternivka has been arranging a partnership with

### The Ternivka MLED offers small businesses

- Issuing electronic signature keys for tax declarations
- Assisting in preparing and submitting tax declarations for small businesses
- Consultations on business accounting and taxation and legal support for businesses
- Organizing "one-to-one" meetings for local officials and business
- Holding seminars on business in business
- Attracting funding for social initiatives in Ternivka

Western Ukraine State Tax Service, which is located in Pavlograd. This has allowed Ternivka businesses to get electronic keys for their personal digital signatures without leaving their town, with a help there when filling them out. Additionally, these keys were handed by the tax inspectors, who came to the Ternivka Agency from Pavlograd, so that, however, the entire process was turned over to the Agency staff. What's more, MLED staff help entrepreneurs with their tax forms and other consultations as they report to electronic forms.

Over the two-month period January-February 2014, the Agency issued 180 keys and helped 275 small tax "customers" file tax declarations for 2013. Taking small steps, the Ternivka Agency of Economic & Social Development is working to make its slogan "Building a future together" it has already become a platform for providing information and arranging cooperative among businesses, local residents, and City Hall in order to carry out their ideas. So far, all of these groups have begun the Agency high standards and are eager to participate in its activities. After all, it's never too late to develop a municipality, to carry out social projects for its residents, and to undertake private initiatives together.

### Ternivka Agency of Economic & Social Development

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The role of women in the development of small businesses is a key priority for the Agency. In Ternivka, women are increasingly becoming entrepreneurs. The Agency provides them with support and training to help them grow their businesses. This is a key priority for the Agency, as it helps to create jobs and improve the quality of life in the town.

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## MUNICIPAL LOCAL ECONOMIC DEVELOPMENT SUCCESS STORIES

### With a proper e-government system in place, Kryvyi Rih residents get better quality services, faster

Kryvyi Rih Municipal Service Center's client-oriented approach to operations has made it one of the most successful in Ukraine. The project results in Ukraine. Addressing this problem was made possible by the Center's system of electronic links to full modernization of operations, new approaches to customer engagement, and business-to-business links with City Hall and government agencies. This same links have and continues to be extended to fostering the growth of business in Kryvyi Rih.

The completed organization and operating procedures that are typical of the urban government agencies are only now being the possibility of service of the municipality. The work of specialists and the staff has been to serve government, business and the public, they are able through the modernization of government and improve local economic development.

Operating since 2011, the Kryvyi Rih Municipal Service Center plan, operating on the provision of quality services to citizens. Management and staff efforts focus on establishing greater digital connectivity for the public. All businesses related with local government agencies and state institutions, the delivery a system of digital services, the Center has improved the quality and convenience of services to citizens. In addition to increasing the connectivity between business and administration services. Of course, any infrastructure technology and products are quickly and cost-effectively updated and optimized.

With the support of the Ukraine Municipal Local Economic Development Project (MLED) delivered by the Federation of Canadian Municipalities and funded by the Government of Canada, the infrastructure technology services are completely updated in 2013. Investments in the program are highlighted on the services to residents, which allow staff of city services and is doing so when helped reduce the time it takes to receive services.

"By changing the system of services, we showed that there is a need to carry out various procedures for two days. The client is still the Center, which is the related government agencies that already created their documents and digital services. Their clients can also see progress of their request online. They receive MLED as being notified when their request has been processed. Unlike the program, the customer also evaluate the quality of services provided," Oksana Kovalyuk, Director of the Kryvyi Rih Municipal Service Center.



The government system is composed of two key components: one for providing services and the other for analyzing the quality of services. In this system, the quality of services is measured by the Kryvyi Rih Municipal Service Center.

The electronic links to full modernization of operations, new approaches to customer engagement, and business-to-business links with City Hall and government agencies. This same links have and continues to be extended to fostering the growth of business in Kryvyi Rih.

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## MUNICIPAL LOCAL ECONOMIC DEVELOPMENT SUCCESS STORIES

### Introducing new models of cooperation between citizens and local government in Pavlograd

As the municipal government tries creative approaches to engaging its citizens in developing a city branding and marketing strategy the residents of Pavlograd have discovered a new way of having their voices heard by City Hall. Impressed by the active engagement and creativity of their residents, local officials say they will continue to engage them in the municipal development decision-making process.

After the "Strategic Economic Development Plan for the City of Pavlograd" was finalized in 2011, both the city government and the residents of the city saw that Pavlograd needed to change in order to transform itself into a city with a high quality of life and a possible environment for doing business and attracting investment.

In order to resolve two of the most significant strategic problems facing the city – a local drain and a lack of investment – the city recognized that it would have to let its own citizens, in the eyes of its residents as well as potential business partners within both the domestic and international municipalities.

"Our challenge was to make Pavlograd the kind of city where young people would want to spend their lives, where tourists would want to live, and where investors would see that doing business was convenient and the living was comfortable," Pavlograd Mayor Viktor Pavlovskyi said. "We discovered that the city had a lot of interested residents who were prepared to work with us."

To meet this challenge the city undertook a pilot project entitled

"Development and implementation of a Marketing Strategy to Attract Investments and Create a Brand of the City of Pavlograd." It was carried out with the support of the Ukraine Municipal Local Economic Development Project (MLED) delivered by the Federation of Canadian Municipalities, with funding from the Government of Canada.

The members of the pilot project's working group understood from the beginning that it would be impossible to develop a new image for the city that would reflect the vision of its residents without direct resident participation in the process. In this regard they decided to involve not just active and creative Pavlograd residents, but also the city's youngest residents and their parents. Of course, reporters, business and elected officials were also included.

"As we worked on a marketing strategy for Pavlograd, it was important for us to understand how the residents identified their own community," Oksana Kovalyuk, Director of the MLED Project, comments. "The history and identity of the town. That's why we organized this Open Space-style and called it 'How to make our city known around the world.' We expected about 40 people to show up, but 78 came. We planned on 3 presentations from the working group, but they prepared 11. We discovered that the city had a lot of interested residents who were prepared to work with us."

The first event was a meeting in the form of an Open Space. It took place at the

In Pavlograd, more than 1,000 individuals were involved in developing a city brand and marketing strategy.

- 12 deputies participated in a focus group survey
- 22 Pavlograd residents generated ideas for a city logo at a "World Café"
- 70 residents developed projects to position the city during an "Open Space"
- 119 school students set in their own drawings for a special competition
- nearly 1,000 locals participated in a survey

Pavlograd City Hall, where residents could explore ideas they decided to shoulder with city officials and their elected representatives.

The City Council decided to repeat this successful experience in communicating with its residents to formulate a city mission and develop ideas for branding Pavlograd. The city announced a competition of ideas for a "City Logo" and "Partners in the Future" among people in elementary and high schools. The ideas presented in the drawings provided the basis for two key concepts in the first Pavlograd brand: one was based on the slogan, "A City of Happy People" while the other was to contain the letter P, which appeared in many of the contest drawings.

To affirm the city's mission as proposed by the working group, which was to form



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# MLED Project Project MLED Proyecto MLED

## MUNICIPAL LOCAL ECONOMIC DEVELOPMENT SUCCESS STORIES

### Strategic Planning – a priority for municipal authorities in Ukraine

For the 12 cities that are partners of the Ukraine Municipal Local Economic Development Project (MLED Project), planning local economic development has become a daily activity for local government bodies. Having seen the success of efforts, the Lviv and Dnipropetrovsk oblasts turned to MLED for assistance in designing their regional development strategies.

Although strategic planning is one of the key instruments for managing local economic development processes, most communities in Ukraine understand how to use it effectively. Only around a few dozen municipalities in Ukraine know how to draw up their own strategic plans, and not all those plans become road maps and action plans for local government agencies to follow.

The main obstacles include a lack of methodology, skills and expert assistance to prepare high-quality documents at the planning level, insufficient budget funding to implement projects and a clear objective laid out in strategic plans, and the absence of systems for monitoring the implementation of planned objectives.

"Despite our best efforts for 10 years we were unable to complete a City Development Strategy. With the help of MLED we did it in six months and we now keep carrying it out," says **Yuriy Kovalchuk**, Mayor of Lviv.

The Ukraine Municipal Local Economic Development Project, which is run by the Federation of Canadian Municipalities with funding from the Government of Canada, undertakes the task of training 12 Ukrainian cities and 2 clusters in how to manage local economic development processes. The Project's partner cities in Lviv oblast were Zhytomyr, Novyi Trostky, Mukachevo, Drohobych, Chervonohirsk, and Lviv; in Dnipropetrovsk they were Slobozhanske, Korosten, and Pavlysh. In the Lviv Oblast, the project partners are the Lviv City Council, the Lviv Regional State Administration and Dnipropetrovsk. In each oblast, these municipalities and the surrounding counties jointly formed a strategy strategy. This was the birth of the new districts called *hromada* in Lviv.

#### THE RESULTS OF STRATEGIC PLANNING

- 12 strategic municipal development plans were drawn up in the Lviv and Dnipropetrovsk oblasts.
- 2 urban strategic development plans were drawn up in the Lviv Oblast and Dnipropetrovsk oblasts.
- 2 strategic regional development plans are in the works in the Lviv and Dnipropetrovsk oblasts.

In the process of designing local development plans:

- over 4000 residents of the cities and clusters were involved in the strategic planning process;
- 14 working groups were created, which involved more than 20 government employees from local government agencies, community leaders and local business; the entire strategic planning process was facilitated by Ukrainian consultants. Equally important was gaining consensus about targeted and cost-based programs for which budget money is allocated every year to support of strategic plan priorities.

"Although the MLED Project key municipalities to be efficient and aimed at least management practices and were able to do the work better mechanisms for proper sharing with local communities. Carrying out such a project is our ethical obligation and we are not only developing for ourselves but also for the future of our region. We are aware of the implementation of a strategic Developmental Objectives Council (VOC) plan."

Other key assistance provided by MLED included study tours to Canada, funding for pilot projects, special training in project management and funding allocation, creation of funding support in developing and testing mechanisms to monitor the progress of strategic plans.

The assistance given to its municipal partners by the Project was noticed by oblast authorities and Western Districts in Dnipropetrovsk oblast.

The approach of the Project is mutually different from other technical assistance projects that are working with municipal authorities to develop strategic plans. It is accompanied by the implementation of approved plans in partner cities and clusters.

"Thanks to the MLED Project, we were able to carry out a holistic approach to our local economic development on a holistic," says **Oleksandr Fedurko**, Director of the Lviv City Council.

Finally, in order to draw up a strategic local economic development plan, working groups were established in all partner cities and clusters. These were made up of government officials, community leaders and local business. The entire strategic planning process was facilitated by Ukrainian consultants. Equally important was gaining consensus about targeted and cost-based programs for which budget money is allocated every year to support of strategic plan priorities.

In 2012 the Dnipropetrovsk Oblast Council Chair turned to the MLED for assistance from experts in developing an Action Plan for the Comprehensive Development Strategy for Dnipropetrovsk Oblast for 2013-2015. This effort involved a bilateral memorandum between the MLED Project and the Dnipropetrovsk Oblast Council. In June 2013, a Draft Action Plan for implementing the regional strategy was presented to the public for discussion.

It was not long until Dnipropetrovsk oblast Chair also turned to the MLED Project for assistance in developing an oblast development strategy. In April 2013, a bilateral memorandum was signed between the Oblast Council and the Oblast State Administration and the MLED, launching the process of strategic planning in the oblast following the methodology developed and tested by the MLED Project.

## MUNICIPAL LOCAL ECONOMIC DEVELOPMENT SUCCESS STORIES

### Parity of participation of women and men in decision-making – the foundation for just local government

The Association of Ukrainian Cities has changed its policy for setting up the board and selecting specialists for adding the principle of gender balance to it. Leading by example, the Association has shown communities how to ensure equal opportunities for women and men to participate in the decision-making process.

Over the 20 years since it was founded, the Association of Ukrainian Cities (AUC) has not seen one woman sit as a member of its board. Not matter how the AUC's structure changed, whether in terms of its composition or number, the question of women's participation in the management of the organization was never once raised.

Among the AUC's 164 members in 2013, only 24 local councils had female chairs. A similar ratio can be seen in the Ukrainian Rada (Parliament) of Ukraine: among 450 national deputies in the VII Convocation (December 12, 2012 through October 28, 2015), only 43 are women.

These two examples represent realities in Ukraine today: women remain a discriminated against social group that is left behind in specific professional sectors. They have effectively been left out of management functions across the country: there are few of them in politics and in executive bodies, across the board. From rural to vast, monotonous, industrial zones.

Cities that are members of the Federation of Canadian Municipalities (FCM), similar to the Association of Ukrainian Cities (AUC), understand the importance of the equal representation of women in managing bodies – long time ago. Cities where women in high economic and political activity have more of a chance of withstanding a crisis. A

diversified local economy with equality of opportunity for women and men are able to respond better to economic stresses. And the participation of women in local economic management is beneficial for the growth prospects of local communities.

"If you ask a man if there is inequality in Ukraine, he will say, no, there isn't. But if you ask a woman, she will say, yes, there is. Not only that, but she will also point out how to fix it."

Women are simply not part of this process. And the worst problem is that the average voter is often unaware of how important the participation of women really is in both politics and management. Women have a different point of view and different approaches to things and this increases the effectiveness of decision making," says **Larysa Chornokha**, Chairwoman of the **Association of Ukrainian Cities (AUC)**, Deputy Head of **FCM's** State Administration.

For this reason, the Standing Committee on Including Women's Participation in Municipal Government, which has been acting as part of the FCM since 2006, decided supporting the equal participation of women and men in local government as one of its key objectives. Committee members are aware that the equal involvement of both genders in all vital areas of municipal life ensures sustainable economic development and raises the quality of life of its community. They work continuously to develop mechanisms to

#### THE GENDER GAP IN UCRRAINE

In the Global Gender Gap Index for 2013, Ukraine ranked 115th position among 136 countries for the third year running. It was actually topped by Mongolia (1), the Russian Federation (6), Poland (24), and Moldova (25).

Based on the indicators that make up this rating, Ukraine is:

- 27th for female education;
- 30th for equal economic participation and opportunity;
- 72th for level of health and life expectancy;
- 119th for level of political empowerment.

In 2005, Ukraine was 47th in this same rating.

- Based on Global Gender Gap Report, 2011. <http://www.weforum.org/publications/GGI>, November, 2011.

Increase the number of women in municipal governments to reach a balance of at least 50/50.

Under the Ukraine Municipal Local Economic Development Project (MLED), which is run by the Federation of Canadian Municipalities with funding from the Government of Canada, the former Chair of the FCM Gender Equality Committee **Pam McConnel** from Toronto and Mayor of **Woburn**, **Debra Iudwin**, members of the FCM board and many others shared their success stories with the members of the AUC.

They succeeded in persuading the men who run the AUC that a representative, democratic organization like the Association of Ukrainian Cities cannot leave women out of its governing bodies.

## MUNICIPAL LOCAL ECONOMIC DEVELOPMENT SUCCESS STORIES

### Nikopol turns itself into an environmentally safe and liveable city

In addressing the negative strategic associated with the state of Nikopol's environment, City had went much further in terms of generating its residents ecological security than many other Ukrainian municipalities. Thanks to a new local environmental program, Nikopol will soon have a Municipal Center for Environmental Monitoring and an integrated environmental management system.

The residents of Nikopol have long been concerned about the state of their environment, being not due to the Zaporizhka Corporation and atomic energy stations currently preferred by all citizens about the ecological quality of life in their city. Nikopolians know about the particular being related into the air, the greenhouse effect and acid rain, but there was no way for them to properly assess the state of their environment and confirm or deny the myths associated with the emissions generated by their industrial neighbors. This kept nagging negative environmental image of the city was getting in the way of the City efforts to develop tourism and attract investment.

Sometimes some local with the environmental situation in the City had to meet the requirements to develop the Strategic Plan for Economic Development and Competitiveness for the City of Nikopol for 2015. Work on this plan was part of the City's cooperation with the Ukraine Municipal Local Economic Development Project (MLED) delivered by the Federation of Canadian Municipalities with funding from the Government of Canada.

Nikopol was the last of the six partner cities in the MLED Project in Dnipropetrovsk Oblast to have its Strategic Approach, as City had and the community long sought a comprehensive guaranteeing environmental safety for the city.

Because the community instead in the MLED Project to become one of the three priority development areas for Nikopol, to address this issue a comprehensive environmental audit was carried out building to the drafting of the Program on environmental safety and rehabilitation of Nikopol's.

2015-2020. The effort took place as part of a pilot project also supported by the MLED Project.

"When work began on the strategic plan, those of us representing the community chose environmental security as a priority. Our environment is under constant pressure and we realized that we should an environmental audit would be to order. Because of the Zaporizhka Atomic Energy Station, many people in our city are sick and many are dying. So we realized that, first of all, the real state of the environment had to be established, and then all other measures would follow," **Yuriy Kovalchuk**, Mayor of Nikopol, said.

The environmental assessment carried out by the Ukraine Environmental Issues Research Institute, an independent organization from Ukraine, opened our eyes to the MLED community.

Firstly, the impact of radiation from the work of the Zaporizhka AES turned out to be within health standard norms. Secondly, the environmental problems facing the city were actually the result of poor environmental habits among the residents themselves.

Secondly, the greatest amount of pollution on par with the local processing and manufacturing industry, was generated by exhaust from railway vehicles, such as cars, trucks and buses.

Thirdly, the water in the *Yakubov* water reservoir, which supplied Nikopol's drinking water, had excessive levels of heavy metals and heavy-given signs, which can cause the loss of health and cause toxic preparations.

Despite these concerns, overall the conclusion of the environmental audit was positive. Nikopol turned out to be much cleaner than its own residents thought and this more realistic understanding of the situation opened up new opportunities for the city.

The recommendations of the comprehensive audit are the foundation of the Program on environmental safety and rehabilitation of Nikopol's.

This aspect has two main objectives. First, to recognize the existing environmental management system and to define its functions related to environmental protection under a single agency. This will coordinate the process of monitoring the environment, receiving local environmental requirements are applied, penalizing those who violate them, and implementing the various measures called for in environmental policies.

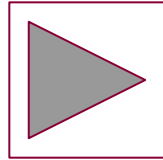
Second, to improve the system of monitoring the state of the environment by setting up a Municipal Environmental Monitoring Center. In effect, measures and technologies will be included in polluting facilities that allow environmental data to be effectively collected, transmitted in real time and processed at the Monitoring Center, in order to prevent any ecological threats.

Wanted about the city's environment, the community and government of Nikopol turned to successfully address all strategies. Together, they found ways to make environmental problems that were hindering economic growth in their city. And together they will continue to work to transform Nikopol into an environmentally safe and liveable city.









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LED in Action: Cambodia and Vietnam  
DÉL à l'action: Cambodge et Vietnam  
DEL en acción: Camboya y Vietnam

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## MPED SUCCESS STORY — TANZANIA

This article is part of a series written to highlight some of the success stories from FCM's Municipal Partners for Economic Development (MPED) program. MPED projects seek to improve local governance and economic policy development around the world while, at the same time, emphasizing the importance of gender equality and environmental sustainability. From 2011 to 2020, the Town of Dryden, Ontario, Canada, worked with the Municipality of Matagalpa, Nicaragua, to support and improve local economic development (LED) in Matagalpa.

### A milling cluster helps produce nutritious, high-quality cereal flour for Morogoro, Tanzania

Through FCM's MPED program, the Municipality of Matagalpa, Tanzania, formed a grain milling cluster (consortium) to help provide sustainable sources of grain to the community. By working together, the millers strengthened their role as a professional group, increased their economic potential, and improved the nutritional quality of the grain they provide to Morogoro residents.

Grain, particularly in the form of wheat, is a staple food for millions of children under the age of five across the world. In Tanzania, it is a staple for millions of children under the age of five across the world. In Tanzania, it is a staple for millions of children under the age of five across the world. In Tanzania, it is a staple for millions of children under the age of five across the world.

Through FCM's MPED program, the Municipality of Matagalpa, Tanzania, formed a grain milling cluster (consortium) to help provide sustainable sources of grain to the community. By working together, the millers strengthened their role as a professional group, increased their economic potential, and improved the nutritional quality of the grain they provide to Morogoro residents.

The cluster helped to improve the nutritional value of wheat flour by providing a consistent supply of high-quality flour. This was achieved through the use of modern milling technology and the implementation of strict quality control measures. The cluster also provided a platform for millers to share knowledge and resources, leading to increased efficiency and productivity.

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## MPED SUCCESS STORY — NICARAGUA

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### Building local capacities in Cerro Arenal Natural Reserve. Amado González: characteristics of an entrepreneur who enthusiastically fosters the development of rural community tourism in La Bondad farm in Matagalpa, Nicaragua

This is a story of how the economic, social and cultural context can be leveraged and then awareness about one's role for community development. This success story reveals how different actors and local initiatives are working together to improve the quality of life of the community and the environment in the Cerro Arenal Natural Reserve, to succeed with its business.

Everything started with his experience in local initiatives to improve the life of his family. He became an entrepreneur with a vision for change in his farm. The farm has great potential for tourism and the entrepreneur is ready to provide the services and infrastructure to support the development of rural community tourism in the Cerro Arenal Natural Reserve, to succeed with its business.

He identified the farm's natural potential, investing in activities and offering opportunities to attract tourists and create new revenue streams. He also became an entrepreneur with a vision for change in his farm. The farm has great potential for tourism and the entrepreneur is ready to provide the services and infrastructure to support the development of rural community tourism in the Cerro Arenal Natural Reserve, to succeed with its business.

Working with Amado and other farmers in the area led to the development of a local tourism industry. This was achieved through the use of modern marketing techniques and the implementation of strict quality control measures. The industry also provided a platform for farmers to share knowledge and resources, leading to increased efficiency and productivity.

Investment in his family's technical training and development. He has also endeavored to implement new technological tourism services, such as camping, hiking and fishing.



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## MPED SUCCESS STORY — VIETNAM

This article is part of a series written to highlight some of the success stories from FCM's Municipal Partners for Economic Development (MPED) program. MPED projects seek to improve local governance and economic policy development around the world while, at the same time, emphasizing the importance of gender equality and environmental sustainability. From 2011 to 2020, the City of Victoria, Canada, worked with the City of Thanh Hoa, Vietnam, to assist and improve local economic development in Thanh Hoa.

### Canadian municipal cooperation helps promote sustainable community development in the City of Thanh Hoa, Vietnam

Since the late 18th century, the region has had a somewhat small but growing industry. The trade and use of the highway district are conducive to the promotion of economic life, especially for Thanh Hoa, which has the region's largest market. The region developed a model for community-based tourism aimed at regional capacity building. The two provinces have developed a long-term partnership, which has led to the development of the region's tourism industry and the promotion of sustainable community development in the City of Thanh Hoa, Vietnam.

The idea arose from dialogue with experts from Thanh Hoa University in Vietnam, which, in turn, led to a study tour to the community of Saep in northwestern Ontario, Canada. Saep has developed a tourism industry aimed at regional capacity building. The two provinces have developed a long-term partnership, which has led to the development of the region's tourism industry and the promotion of sustainable community development in the City of Thanh Hoa, Vietnam.

The province worked with the two provinces to find a model that was needed to set up the new economic model, generating ideas from the local business. From the model, other ideas were developed, such as promoting other economic activities, such as handicrafts and food processing. The province worked with the two provinces to find a model that was needed to set up the new economic model, generating ideas from the local business. From the model, other ideas were developed, such as promoting other economic activities, such as handicrafts and food processing.

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activities – including the making, coating, and drying of traditional baskets. Another important training was also provided to stakeholders in the tourism sector. In 2010, representatives of the City traveled to visit the Association of Cities of Vietnam (ACV) to learn from their practices, their products, and their services. The visit provided a lot of new ideas, says PM vice. “We were particularly interested in how they created and marketed their ideas.”

The study tour to Thanh Hoa concluded the knowledge transfer from Thanh Hoa, and following the model, the Province made significant progress in developing an inventory, evaluating tourism strategy. The City also made investments in local infrastructure, such as the paving of roads, the installation of street lighting, and the construction of a public market. The study tour to Thanh Hoa concluded the knowledge transfer from Thanh Hoa, and following the model, the Province made significant progress in developing an inventory, evaluating tourism strategy. The City also made investments in local infrastructure, such as the paving of roads, the installation of street lighting, and the construction of a public market.



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## MPED SUCCESS STORY — CAMBODIA

This article is part of a series written to highlight some of the success stories from FCM's Municipal Partners for Economic Development (MPED) program. MPED projects seek to improve local governments and economic policy development around the world while, at the same time, enhancing the experience of gender equality and environmental sustainability.

### Local Farmers' Libraries Help Cambodian Farmers Develop and Share Knowledge

Surintha is a 41-year-old farmer working on a rice paddy in the 20th commune, Cambodia. He has a reputation as an expert. Every week, he holds a library for his neighbors. In 2004, he was selected as a "Shangri-la Farmer" in December 2005. A champion farmer helps educate his neighbors and acts as a change leader with other farmers. Surintha is the head of the farmers' self-help group in Kampong Speu province in North West district.

Having received training in new techniques of rice planting from Canadian and local experts working through FCM's Municipal Partners for Economic Development (MPED) program, Surintha has started a pilot project to introduce the new techniques on all a fraction of land in the village.

The new technique gives rice excellent results and increased the average yield from five tons per hectare to six. And he plants rice in a "new" type of rice seed from the land seed bank. "I know how to produce the land seed bank, and use fertilizer," says Surintha. Some neighboring farmers say he has succeeded. He had been and come to gain his firm about the new rice cultivation techniques he had used in August 2004. He led to a small library being set up in Surintha's house with support from the MPED project. It was called the "Farmer's Library."

The project provided him with a glass frame bookshelf, an iron table, and ten plastic chairs. This new farmer's library is a place where farmers can come to read books and share experience on rice cultivation and vegetable planting.

While other projects in Siem Reap district where rice farmers were trained at separate offices, this farmer's library is in their district where all the rice farmers of the district live. These small community libraries have collected 244 books and 240 leaflets on various agricultural techniques relevant to local farmers. Topics include rice cultivation, growing vegetable crops, animal husbandry, the use of herbicides, and pest management.

Like me, you'll be happy to give help with growing and raising agricultural techniques to my fellow farmers. Before I don't have any documents to show them, I had no way of proving I know what I was talking about. But now I have it," he says.

"If people have problems with their rice planting or if there are no libraries, for example, they come and ask me. Then I take out the relevant document and let them read. If there is a farmer who cannot read, I will read it for him, and tell him what passages should be used. And then he'll go out and do it," he says. Surintha says that the way he has introduced rice planting techniques to more than 140 farmers in the village. Farmers can visit the library during the day or at the evening, depending on what is most convenient for them. "With the library, we can visit people [and farmers] usually come and have a chat about rice planting between 7 am and 10 pm," he says. "Many people always 10-12 me at home, and I just spend a little time at home."

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### Motorcycle Taxi Group Promotes Community Service

Chen Thuck, 30, lives in Kampong Speu's Hanchay commune. He has been doing farming to support his family. He also works as a motor driver, normally carrying visitors to the top of Mount Meas Mountain. Before, I don't have any documents to show them, I had no way of proving I know what I was talking about. But now I have it," he says.

The beautiful Hanchay Mountain, site of the city, Mt. Meas, is a popular 20m north of Hanchay. Chen sits along the Meas River. Even at the top of the mountain, visitors can see the Hanchay River. Every day, many people visit as a number of historical and cultural sites in the mountain, including a statue of King Sihanouk, a stone bridge and a pagoda. During the rainy season, Chen and his group have a lot of work to do. They are all at the top of the mountain.

In January 2004, Chen Thuck was elected to be the leader of the Hanchay Mountain motor taxi group. The group was formed as part of a local economic development project sponsored by Kampong Speu with the support of the MPED program. The group, named the "City of Motorcycle Group" consists of 48 members, 23 of whom are women. They are all farmers in the Hanchay commune.

The main objective of the group is to provide a reliable motor taxi service to visitors and to help Hanchay Mountain. Most people will arrive by boat and take a motor taxi to the top of the mountain. They are all farmers in the Hanchay commune.

Chen Thuck said he worked for the motor taxi drivers to be better organized and to provide a good service to visitors by using a boat and a motor taxi. "I took the initiative to form the motorcycle group because I wanted the drivers to be organized. Previously, when the boat was full, the boat they could not run and the tourists had to wait for a long time to take the boat. It was often, sometimes it caused disputes among visitors in front of the boat. This made me feel ashamed," said Chen Thuck.

Since the group was formed, we organized training and responsibility workshops for us to provide and maintain a good environment, working together and safe tourist services. The local government also provided a smart and practical taxi member with a license.

It seems like there's a lot of work to do in order to provide a reliable motor taxi service to visitors. I don't have any documents to show them, I had no way of proving I know what I was talking about. But now I have it," he says.

Today, the way the motor taxi service is provided is much better. Now the visitors of Mount Meas and other places feel safe. They allow us to transport them because they feel it's safe," said Thuck. "We don't do not earn much money, it's not our main occupation, but we want to promote this community service to foreign visitors when we see how they are having," said Chen Thuck. Since 2004, the group voluntarily because they see the importance of being part of it. "I would like to be responsible in my community," he said. The motor taxi group has helped the support of the Hanchay commune and Kampong Speu government. "Helping the government officials help the group to provide the motor taxi service to the group," said Chen Thuck. "I'm happy to help the group."

The group met in January 2005 to work out the order of the group's work to provide a reliable motor taxi service to visitors and to help Hanchay Mountain. Most people will arrive by boat and take a motor taxi to the top of the mountain. They are all farmers in the Hanchay commune.



## MPED SUCCESS STORY — VIETNAM

This article is part of a series written to highlight some of the success stories from FCM's Municipal Partners for Economic Development (MPED) program. MPED projects seek to improve local governments and economic policy development around the world while, at the same time, enhancing the importance of gender equality and environmental sustainability. From 2001 to 2004, the District of North Hanoi, Canada, worked with the City of Sao Trang, Vietnam, to support and improve local economic development (LIED) in the City.

### Planting the seeds of change... to build trust between the City and local farmers and businesses

In the City of Sao Trang, relationships between local businesses and the City are in a developmental phase, and meetings between the two parties happen mainly on an ad hoc basis. The Young Business Association has been established for just three years. "Farmers and businesses don't really trust local government," says City of Sao Trang chairman, Mr. Ngan. "Building relationships is important, and it takes time. We at the City want to show our commitment."

Reaffirming the role of local government involves building new types of relationships and gaining the trust of farmers, businesses and ultimately citizens. "Our project with the District of North Hanoi has helped us gain a perspective of planning for local economic development and of creating relationships with businesses," says Ngan. "It provides us with a good framework and we are no longer improvising."

"The City's Small and Medium-Sized Enterprises Marketing Strategy, which was also discussed with support from the District of North Hanoi, is used to run five-year socio-economic development plan," he adds. "However, that plan is driven by our local businesses. It is a very interesting mechanism to help coordinate our efforts with them."

The City's relationship with the approximately 1,000 businesses in Sao Trang is very important to its economic growth and community development. "Local governments should know their local businesses, what they need and what challenges they face," says Mr. Ngan.

"Our role at the City is to create financial conditions for local business to thrive and expand. Their success is directly before our community."



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## MPED SUCCESS STORIES — BURKINA FASO

This article is part of a series written to highlight some of the success stories from FCM's Municipal Partners for Economic Development (MPED) program. MPED projects seek to improve local governance and economic policy development around the world while, at the same time, emphasizing the importance of gender equality and environmental sustainability.

### The Local Revolving Funds of the Municipality of Banfara

Local revolving support funds are mechanisms specifically created for the MPED country programs for Mali and Burkina Faso. The funds constitute one of the local economic development (LED) strategy implementation mechanisms established by the municipalities of Bamako, Niakhar, Banfara and Ouahgoua.

The MPED provides training to municipal officers and various economic operators in order to foster their capability. The funds allow small entrepreneurs direct support in the form of loans to purchase equipment to help them grow their businesses. The funds also cover the creation and maintenance of jobs, while establishing business projects. Below are two interviews with people who have benefited from the funds.

#### INTERVIEW NO. 1: TRAORE MOUSSORORO



Starting the interview, Traore Moussororo explains how Moussororo's family chose carefully amongst the MPED, they were very interested in purchasing for products than in receiving their equipment, and with samples in hand, she often to take her order on the spot. She doesn't need to wait!

Her approach wasn't perfect, because her business is growing fast, something the entire community of the province. Mr. Moussororo says that since she started selling "Yellow by Yellow", a small enterprise affected by poverty and female operators, who produce corn, millet, peanuts, rice, pigeon and other grains and access to production points, project, "millet by millet" and more. "We sell our products in Ouahgoua and other parts of the country but we also export to Madagascar," she explains.

Since 2016, she received a loan of 200,000 CFA francs to start one (2016) to purchase a tractor and tractor. In the bank, borrowing costs are high. My very very creditworthy and low interest rates, but they do not allow us to get ahead," she says. The training provided by the local economic development (LED) department helped Mr. Moussororo improve equipment health, identify the technical issues to deal with and obtain spare parts and tools that meet market requirements.

The company owner, has 15 employees, three of whom were hired since the new equipment was purchased.

#### INTERVIEW NO. 2: FASSAMA ADANA



Fassama Adana explained that she started her business in 2015. She has a high productivity since then, her productivity has quadrupled, from 100 kg of sacks a day to 200, which has enabled her to make three new jobs.

The machine not only saves electricity, but also significantly cuts down on waste compared with manual draining. "When we had the machine, we had a lot of problems as they try to fix my machine," explains Mr. Adana. Thanks to the machine, clients receive 15% to 20% more grams of rice.

He adds that he has been able to manage his business's finances. "This helped a lot over the past few months. First, I went to purchase a year-long (2016-2017) CFA franc," he adds.

Mr. Adana is the only entrepreneur in the municipality with a revolving fund.

## MPED SUCCESS STORIES — MALI

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### The Local Revolving Funds of the Municipality of Kadiolo

Local revolving support funds are mechanisms specifically created for the MPED country programs for Mali and Burkina Faso. The funds constitute one of the local economic development (LED) strategy implementation mechanisms established by the municipalities of Bamako, Niakhar, Banfara and Ouahgoua.

The MPED provides training to municipal officers and various economic operators in order to foster their capability. The funds allow small entrepreneurs direct support in the form of loans to purchase equipment to help them grow their businesses, thereby fostering job creation and strengthening, while establishing business projects. Below are a few interviews with people who have benefited from the funds.

#### INTERVIEW NO. 1: WAJALLO SIRA BIDIÉ



Wajallo Sira Bidié found her husband's business a community development project. He bought a motorcycle for her, which she used to sell her products. A portion of the fund's production was allocated to reduce household expenses.

When she asks her about the role women play in the community, Ms. Bidié is quick to respond that in Burkina Faso, "women do everything." They go to the bank, harvest crops and process them, and much more. "In the country, there is a lot of work to do. That's why the municipality's initiative is so important."

Having received a loan of 200,000 CFA francs to start one (2016) from the revolving support fund, she was able to purchase a motorcycle that she used to sell her products to 200 customers.

Last month, Mr. Sidié had the opportunity to take a course called "Gender and Business" which is an

to manage revolving funds from the fund. "It was very interesting," she says. "I learned to explain the concept, manage my business, and to better understand what it could do for me. I could be more confident in my business."

Ms. Sidié says she has managed to get a 20% credit rate over one day but she is in the hurry to be replaced. "I really love what I'm doing."

#### INTERVIEW NO. 2: ABDOU KONE



Mr. Kone is a merchant who runs one of Kadiolo's few small grocery stores. He is pleased and has an idea for now, to get small, cheap equipment only for personal use. The vehicle is a small, self-driven, and other tools to help him work, but he also has a number of tools to help him work.

The local support fund lent him 200,000 CFA francs (General "CFA") to buy a new refrigerator. "It's the future," Mr. Kone notes that he will have no trouble opening his business. He is happy to see that the equipment is available to the community.

Although the interviewee said he recognized that the equipment is useful, and he is not sure he would like to be running his business for more than 10 years from now if he could find a good job, he would like it.

Mr. Kone received his loan in short order, but he had not yet been able to take the vehicle course available through revolving funds from the fund. However, he would like to take the loan and support his family to better manage his business. He is also the local economic development (LED) official, if helping his town, understand credit management.

## MPED SUCCESS STORIES — BURKINA FASO

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### The Local Revolving Funds of the Municipality of Orodara

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The MPED provides training to municipal officers and various economic operators in order to foster their capability. The funds allow small entrepreneurs direct support in the form of loans to purchase equipment to help them grow their businesses, thereby fostering job creation and strengthening, while establishing business projects. Below are a few interviews with people who have benefited from the funds.

#### INTERVIEW NO. 1: MADAME SONATE

Madame Sonate is proud to have joined the very first revolving fund in the municipality of Orodara. A loan of 200,000 CFA francs (2016) from the local support fund enabled her to buy a sewing machine. She is also extremely proud to have received a loan from a local revolving fund. It was done.

In fact, over the past few months, Madame Sonate has learned how to better manage her business. Before, she had to spend all her profits. Now, she is able to keep her profits, and she is happy to see that the equipment is available to the community.

Madame Sonate is proud to have joined the very first revolving fund in the municipality of Orodara. A loan of 200,000 CFA francs (2016) from the local support fund enabled her to buy a sewing machine. She is also extremely proud to have received a loan from a local revolving fund. It was done.

#### INTERVIEW NO. 2: MR. SANDFOURÉ

A customer by trade, Mr. Sandfouré purchased an electric saw for 200,000 CFA francs (2016) from the local support fund. He purchased the equipment to help him grow his business, thereby fostering job creation and strengthening, while establishing business projects. Below are a few interviews with people who have benefited from the funds.

Mr. Sandfouré explains that he purchased the electric saw because he had to cut down a lot of trees. He was able to find that it needed to be used to cut down a lot of trees. He is also extremely proud to have received a loan from a local revolving fund. It was done.

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## MPED SUCCESS STORIES — MALI

This article is part of a series written to highlight some of the success stories from PCM's Municipal Partners for Economic Development (MPED) program. MPED projects seek to improve local governance and economic policy development around the world while, at the same time, emphasizing the importance of gender equity and environmental sustainability.

### The Local Revolving Funds of the Municipality of Sikasso

Local revolving funds help entrepreneurs establish credit for the MPED income programs for Mali and Burkina Faso. The funds constitute one of the local economic development (LED) strategy instruments (mechanisms associated with the Municipality of Sikasso, Kadiolo, Bamako and Ouhang).

The MPED project aiming to develop officers and various economic activities in order to improve their capabilities, the funds of the small entrepreneurs assist support in the form of loans to purchase equipment to help them grow their business, thereby creating jobs and revenue and contributing to the economic development. There are a few interviews with people who have benefited from the funds.

### INTERVIEW NO. 1: HADJATOUGA MAIGA DIALO



In 2010, the availability of Sikasso income Hadjatouga Maiga Dialo to 2011 date to the preliminary state and implementation of the support fund project. A high and entrepreneur, Ms. Dialo business at the opportunity.

That is how she ended her being start is a reality. In 2011, she started the firm at the Municipality of Sikasso local Government (AMC), a partner of the Municipality of Sikasso. Ms. Dialo is now a member of the LED department's advisory committee in her municipality.

The funding mechanism for entrepreneurs was launched in 2012. "It's a very important project," she explains. "Many women and young people have no access to credit, so we had to get it, so we could help them. And because interest rates are too high, that's what we want in the theory of development."

As for the viability of the fund at the municipal level, Ms. Dialo is convinced that the initiative will continue well after the MPED's activities are taken to 2015: "The solution is not financial, but it's not the money. The money is not the problem and the LED department really do build trust between local government and entrepreneurs, who use that to help create a credit scheme."

Ms. Dialo's interest has translated into a loan granted for her by the fund. "After being approached by the MPED, I was already a entrepreneur. I obtained 2,000,000 CFA francs (about 3,000 USD) to buy machines like cutting and sewing tables and a large stove to produce bread, margarine and other food products like butter. Ms. Dialo's business website is available on the internet. Her website includes five employees hired during margin season.

"The equipment business production activities are used generating revenues. We used to work on seasonal basis, which are more and more difficult now as clients, who are negotiating an agreement to export 200 to 250 kg of wheat flour as harvest is firmly. That will be really good for the business."

In regard to business, Ms. Dialo expects her relationship from Sikasso Fund by container. It takes about a month for her products to reach the coast. In Ms. Dialo had to wait some time to receive her product. For that reason, she is championing the idea of setting up a receiving cabinet fund to avoid business operating costs. In particular, for the purchase of raw materials for production, like dates of exporting to Canada one day.

Ms. Dialo points out that the critical risk at risk has not her business. "When we used to supply fresh, and a greater number of clients than they do now. We had lost the market have been gradually difficult because of the changing season and a few problems with electricity and availability of the oil. But business should not be taken up by the LED. The LED only helps. But during the drought times, it is very difficult to repay the loan at the end of the period of market, so we give the low-income groups loans." In her opinion, people should be allowed to repay their loans a longer period.

## MPED SUCCESS STORIES — BOLIVIA

This article is part of a series written to highlight some of the success stories from PCM's Municipal Partners for Economic Development (MPED) program. MPED projects seek to improve local governance and economic policy development around the world while, at the same time, emphasizing the importance of gender equity and environmental sustainability. From 2011 to 2013, the City of Fredericton, Canada, worked with the Municipality of Tupiza, Bolivia, to support and improve local economic development (LED) in Tupiza.

### Training entrepreneurs to create new jobs, generate higher income and improve the quality of life of bread producers — Manos Maravillosas

Tupiza is located in the province of Cochabamba, in the department of Cochabamba. The capital of the municipality is of approximately 700,000 inhabitants in Cochabamba. The main road into the town is along Avenida Reducto, starting at kilometer 0 in Avellaneda Street (Barrío) going west and along a route through going west. According to the 2011 census, the population of the Municipality of Tupiza is 12,304.

The demonstration project started out in a kitchen as part of the MPED program, with PCM's Fredericton in Canada as advisory partner, led by a volunteer and 1200 local women and entrepreneurs in the municipality with a view to business the creation of jobs, increasing income and ultimately improving the quality of life of the community. PCM local assets and entrepreneurs, also included in the training. Eighteen of the entrepreneurs are already showing significant changes in their business and have significantly achieved results in local plans focusing on product pricing, financial, marketing and especially on quality and control strategies.

The work of the local association "Manos Maravillosas" (Wonderful Hands) is worth highlighting because the new business approach helped them boost their production and increase the income of bread producers. As Adriana Lopez Roldán states, "Here in Tupiza, Manos Maravillosas' projects with special needs or disabled persons, as some call it, work in the preparation of bread. LED recently, our purpose was just to concentrate time writing to open a normal."

The goal of the project for the small "Manos Maravillosas" complex was to increase the quality of handmade bread and "Manos Maravillosas" led that they produced 10,000 kg of bread. "Through the Tupiza project and thanks to the MPED program, we received training and we are able to improve our bread. We are able to improve our workplace, better and we are currently working on reducing our costs, quality and quantity

aspects that help boost production. Now we are training, making our savings and higher too."

The change in productivity activities is also consistent with what happened and they make use of the tools they learned during the training activities. Administration is a great asset of the new funds and used for accurate orders. "This is a great move. You have a better budget, you're more organized. There is better control in the workshop. Production quality has improved and retail profitability, so the production of our bread. And profits are shared fairly with the group, while keeping a reserve for business activities."

William Calles, Executive Director, "It is clear that LED has been implemented through the MPED program in business management. An entrepreneur's voice has been heard and they are learning to be better business owners. We are very proud and we are just that with the community. We are expanding the new markets and that not only benefits the local community but also the responsibility that Fredericton in economic development also understood that it shared positive local women and men, we have the same rights and duties. Now that



## MPED SUCCESS STORY — TANZANIA

This article is part of a series written to highlight some of the success stories from PCM's Municipal Partners for Economic Development (MPED) program in Tanzania. MPED projects seek to improve local governance and economic policy development around the world while, at the same time, emphasizing the importance of gender equity and environmental sustainability.

### Women's Briquette Project Shows the Way to Economic Revitalization in Morogoro Rural Districts, Tanzania

The rural districts in Morogoro, Tanzania have worked with Capital Region District (CRD), Great Lakes, Canada on a local economic development (LED) project through PCM's MPED program. The project aimed to create sustainable employment opportunities for women by supporting them to access and install a market for charcoal briquettes.

"We had a great success in 2012 when CRD introduced us to MPED's (especially) integrated focus on Economic Revitalization and local markets," says Richard Haka, the District Coordinator for the Administration and District Services in Morogoro. "MPED is a model for local economic development training, and was piloted in the five rural Morogoro Regional Districts, including the Morogoro Rural District."

Two local MPEDs were initially trained in the content and technical techniques needed to disseminate and evaluate the program in their respective areas. "The model of training partners allows women to be trained at so many different levels in the districts, like Kibaha Coast, MPED National Committee." The last year, 2013, women have received direct training through the project.

The impact of the project involved 1000 women and implementing the Fuel Briquette Project (FBP), a small scale demonstration project developed in consultation with the Legacy Foundation. The Fuel Briquette kit kit was part of the initiative.

The project involved women to create fuel briquettes and secure a sustainable source of income. Involving Manohar Shambhu, Secretary General of the Association of Local Authorities of Tanzania. "The FBP training provided the villages how to compete with other of other types of fuel, how to add value to their products and how to market their products in the market. Customer service is very important – and we had a lot of people to buy from."

The workshop, the focus in Kilgus, one of the districts involved in the project, now employs 15 people.

That when are women-install a more secondary, a business and a briquet. It is now planning and carrying out environmental and conservation programs, and to build awareness in the community of the importance of fuel conservation.

The project is growing and getting in scope. The group started the Home (Kibaha) and other activities which involve, beyond to other. The women who started the briquette from the sales are used to give more focus to group members. The women who are very busy, the work. "We need to have other people in the village to income generation of the group. The project will be brought back into the business, and if the project we are doing for a particular area, we are doing."



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# CARILED Project Projet CARILED Proyecto CARILED



**SEWING SUCCESS: INDIGENOUS WOMEN STEP INTO THE FORMAL MARKET IN BELIZE**

The community of San Ignacio / Santa Elena in Belize is known for its rich ties to the indigenous community, mixed with a large Spanish speaking population. For many indigenous families, men are employed outside of the home, and women are housewives. With increased costs of living and a growing tourism market, more stay-at-home mothers began creating small cottage industries to make extra income.

The SSE Council recognized the potential of one group of 8 women from Kamik, San Ignacio and proposed a project that focused on a local stitching practice with a small number of unemployed women who met and created items for sale while their children were at school. The Council assigned a Local Economic Development Officer and other key members to support the enterprising ladies.

With municipal guidance, the women formally registered their business and called it Dreams in Our Hands. Ekwana in Our Hands. The municipality facilitated business support training from the Small Business Development Centre, Belize and financial advice from the St. Martin's Credit Union. The group also received new equipment and Canadian technical assistance through CARILED, with an MHC, d'Ingeniería Químico volunteer helping to refine their existing skills, designs and sewing techniques. The volunteer also introduced the group to specialty fabric choices, incorporating items that would traditionally be discarded into designs, e.g. bottle caps.

Almost a year later, Dreams in Our Hands has been able to increase their level of production while also improving the quality and diversity of their products. Their product line now includes clothing, handbags and other accessories. Through the increased interest in local craft in San Ignacio/Santa Elena, the women tested a youth training program that taught basic marketing techniques to young people within the community. The quality and demand for their products also led to Dreams in Our Hands being selected to design and produce a line of swimwear for the contestants in the 2015 'Annual Queen of the West Pageant' hosted by the San Ignacio/Santa Elena Town Council. Other items of clothing and accessories made by the group were also showcased at the pageant.

Dreams in Our Hands continues to maintain a consistent level of production and is currently working on a marketing strategy. "We are worried with many shops... and we are more than ready to receive good buyers" said Rosa Castro, President of the group. With guidance and support from the SSE Town Council, this small group of women will promote the uniqueness and authenticity of their products to local and international tourists visiting San Ignacio / Santa Elena, as well as the rest of Belize.

[www.cariled.org](http://www.cariled.org)

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**CARILED**  
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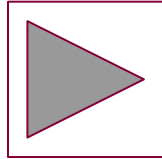


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INTERVIEWS WITH PARTNERS

ENTREVUES AVEC DES PARTENAIRES

ENTREVISTAS CON SOCIOS



## CISAL Peru: Visual Baseline Project

### CISAL Perou: Projet de données de bases visuelles

### CISAL Perú: Proyecto de línea de base visual



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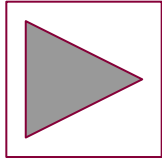
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## CISAL Colombia: Visual Baseline Project

### CISAL Colombia: Projet de données de bases visuelles

### CISAL Colombia: Proyecto de línea de base visual



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