



**CEU SUMMER UNIVERSITY**  
Nádor u. 9., Budapest, Hungary 1051  
Tel.: (36 1) 327 3069, 327 3811  
Fax: (36-1) 328-3698 or (36-1) 327-3124  
E-mail: [summeru@ceu.hu](mailto:summeru@ceu.hu)  
Website: <http://www.sun.ceu.hu>  
Skype name: ceu-sun

---

*Urban Studies*

**PUBLIC MANAGEMENT OF URBAN CHANGE IN POST-SOCIALIST CITIES**

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

**July 2 - 13, 2007, BUDAPEST**

- Course Director:** Katalin Pallai, Urban specialist, Budapest
- Course Coordinator:** Masa Djordjevic, Project manager, Open Society Institute, Budapest
- Faculty:** John Driscoll, Harvard University, Cambridge  
Liviu Ianasi, "Ion Mincu" University, Bucharest  
Adrian Ionescu, Local Government and Public Service Reform Initiative, Budapest  
Davorin Pavelic, Local Economic Development specialist  
György Schultz, Mayor's Office in the City of Székesfehérvár  
Katalin Tánczos, Budapest Technical University  
Zsuzsa Kassó, Private Consultant
- 

**CORE FACULTY**

**John Driscoll**, AICP, is the Vice-President of the Institute for International Urban Development, Cambridge, Massachusetts, Vice-President, Research Fellow with the Harvard University Joint Center for Housing Studies, and Director of the International Centre for Local and Regional Development (ICLRD), Ireland. He has assisted local governments in the planning and implementation of city development strategies, large-scale neighborhood regeneration projects and community based development initiatives. He specializes in capacity building through training and technical assistance and has conducted numerous policy reviews and research studies on urban programs and projects. He serves on the board of a Boston NGO providing affordable housing and has over twenty-five years of cross regional experience in Eastern Europe, the Middle East, Sub-Saharan Africa and Asia.

**Adrian Ionescu**, Program Director at Local Government and Public Service Reform Initiative, Budapest (LGI). In addition to managing LGI, Adrian is responsible for the Subnational Governmental Finance, Fiscal Decentralization and Budgeting program, which generates and disseminates knowledge and best practices in CEE and FSU. He is a member in various steering groups and committees, including LOGIN, FDI, LGID and the working group on local democracy for the Stability Pact region. Before joining LGI, he worked as a Project Manager for the Soros foundation and previously as a Research Officer for the Ministry of Public Works and Regional Planning in Romania. He holds a certificate from Harvard University, an MBA from Université du Québec à Montréal and a M.Sc. in Engineering from the Polytechnic University of Bucharest.

**Liviu Ianasi** was educated at Iasi Technical University, and received his M.A. in architecture and planning from Bucharest Institute of Architecture in 1982. Since 1990 Mr. Ianasi has been an instructor, since 2001 dean at the Ion Mincu Institute of Architecture and the Iasi School of Architecture, where he teaches courses on urban management, urban legislation, public administration, urban operations, and participatory planning. In addition, Mr. Ianasi has served as vice chairman of the Committee on Human Settlements of the UN Economic Commission of Europe and has worked both as country representative and an expert for the commission. He was also a member of the Steering Committee of OSI/LGI between 2001 and 2005.

**Katalin Pallai** after studies in urban planning and PhD in political science and public policies has specialized in urban policies and finance. Since 1991, she has been working for the Mayor of Budapest in his expert team. She was a participant in the drafting and implementation of the economic and urban policy reforms in Budapest. During the last two decades, as chief planner of different policy reform and development concepts, she has led the work large groups of experts from various fields. She is also involved in training activities and consulting in various countries of the post-socialist region on the commission of major international institutions and firms. Ms. Pallai has also published books and articles on urban management, and development planning, on decentralization and local government reforms. Between 1999 and 2005 she was also a member of the Steering Committee of LGI.

**Davorin Pavelic** works as an independent consultant. He has thirteen years of experience on donor funded initiatives throughout Bosnia and Herzegovina, Serbia and Montenegro, Macedonia, Albania and Croatia. Currently working as Local Governance Expert and Local Economic Development Expert with UNDP Bosnia and Herzegovina, with the Nordic Consulting Group on the EC-funded “Vertical Review of Labour and Employment Sector in B&H” project, and with the consortium of Italian NGOs on development of the National Youth Employment Policy in Bosnia and Herzegovina. In recent times worked as Active Labour Market Policies Consultant in Serbia and Montenegro, Macedonia and Kosovo with UNDP Regional Bureau for Europe and CIS; Corporate Governance Expert on two EC-funded projects in Bosnia and Herzegovina. For the last six years involved in different initiatives related to local governance, decentralization, creation of enabling business environment at the State and Municipality levels, SME and entrepreneurship development, local governance and economic development, development of private public partnership, etc. Prior to that worked as privatization expert with PriceWaterhouseCoopers.

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

**György Schultz** is the Director of the Mayor's Office in the City of Székesfehérvár, Hungary. He has over 10 years of experience in city program development. He joined the local municipality of Székesfehérvár in 2003 as the director of the Mayor's Office. He is responsible for the ongoing development and direction of the LED strategy as well as the overall management of the partnership. His current project responsibilities include the management of the national *Pole of Competitiveness Program* on behalf of Székesfehérvár, and the implementation of the INTERREG IIC-funded Model project.

In addition, he has a great experience in inter-municipal cooperation and joint projects between municipalities, regions, twin cities and local partners in the field of employment, R&D, cluster networking and SME development. As an economist and urban developer, he has specific experience in local government project planning, development and implementation, as well as in controlling. He received an MSc in Economics from the University of Economics in Budapest.

**Zsuzsa Kassó**, studied economics and accounting in Hungary, with a specializing in the budgeting sector. She has advanced qualifications in accountancy and auditing. Her professional experience has been connected with the financial system of the budgeting sector, especially of local governments. Before the political changes of the 90-s she worked for the Municipality of the Capital, as a chief financial economist. After the changes she worked for the State Audit Office (SAO) of Hungary, which was the very first democratic institute, the main audit body of the Hungarian Parliament. She could understand and compare the differences in the budgeting and auditing systems in a closed decision making system and in a transparent parliamentary democracy. As a director general of SAO she participated in a 6 month long fellowship program of USA GAO, to study performance auditing in the public sector, and based on this knowledge she began to deal with the performance measurement of the public sector. Since 1996 she has been working as a private consultant and auditor, and participated in several international and national projects to improve the Hungarian budgeting system and auditing methodology. Her Manual for Local Government Auditing was supported by the Know How Fund. The manual is based on the international auditing standards and practice, and describes some unknown methodology yet unknown in the present Hungarian practice. As a CPA, she is principal on budgeting and Local Government. She is a trainer for officers and internal auditors. Topics include budgeting and auditing.

## **COURSE OBJECTIVES**

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

The course specifically aims at:

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

## **COURSE CONTENT**

The course will explore drivers and processes of urban change and the decisions made in the public domain to influence these processes in transitional cities. The course will cover the themes of strategic planning, urban finance and service delivery. The sectors like transportation, utilities, as well as programs and projects of urban rehabilitation, local economic development and urban development will be analyzed in detail. Overall, the course will be specifically tailored around the crucial issues of local governance in the post-socialist region, but will include also case studies from different parts of the world.

The focus of the course is on public management: the role of the public sector, and its potential approaches to impact or manage urban change. Urban policy process and facets of urban politics will be discussed and various strategic approaches to urban planning and management will be presented together with application cases. Various field visits and opportunities to discuss with practitioners is a key component of the teaching.

The first week will discuss urban politics, and the urban policy and strategy process and will show how local strategies for triggering urban change and transformations of local processes can be designed or can evolve as a consequence of public sector initiatives.

Through real-world examples three kinds of complex strategies will be compared: city development strategies, area-based strategies and local economic development strategies.

During the second week concepts related to urban finance and organization of local service delivery will be discussed. After the systematic presentation of basic local public finance and management concepts and techniques, sector studies of transportation and utilities will show the specific applications and a complex Capital Investment Planning exercise will connect financial and organization decisions to the strategy discussions of the first week.

## **COURSE MODULES**

### **1. Urban strategy and policy framework**

This introductory block reviews concepts on the role of the local public sector and various approaches to public administration and management. After this general introduction the specific models of urban management and planning are presented. The second part of this block offers an analysis of the post-socialist urban heritage and the current conditions and challenges of urban management in the post-socialist region.

### **2. Strategic planning**

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

The rest of the block will discuss methodological options to local strategic planning and will also review the relevance of various strategic methodologies for planning in different urban and political conditions and their implications to policy integration, stakeholder input and outcomes. Strategic options will be not only conceptually presented, but they will also be illustrated with the presentation of cases from various parts of the World.

### **3. Urban finance**

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

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

### **4. Sector strategies**

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

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

### **5. Overreaching combinations of strategies**

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

## **SELECTION OF PARTICIPANTS**

Course participants will be required to develop either a case study or a short teaching block related to any of the blocks of the course curriculum. Applicants should send a one page proposal for a case or teaching block and a 1 page long motivation letter where they explain why they selected the course, how does it relate to their work and how they expect to use the knowledge and experience learned.

Participants will be selected on the basis of their:

- previous experience and actual work
- case study or a short teaching block draft
- motivation letter

### **PRE-COURSE WORK**

Case study and teaching module drafts will be reviewed by the faculty and the use of the case-paper will be decided according to progress done during pre-course work. The case topics chosen have to be relevant for the problems participants' cities are facing and to be related to participants experience/knowledge in the domain of city management. The teaching modules should be also related to course modules and selected from the subjects that participants teach or from planned new courses.

The best developed and the most relevant cases and teaching modules will be presented to other participants, in group debates or in plenary sessions. These discussions can support further work on the subject.

### **END OF COURSE EVALUATION**

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

---

#### *Non-discrimination policy statement*

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