



### Local economic development (LED) – resources for practitioners

Introduction: CLGF has brought together this collection of guides and resources for practitioners involved both at the strategic and the implementation levels of LED. They range from easily digestible short introduction guides to LED for the beginner to details manuals on how to develop strategies, engage stakeholder etc, as well as survey and other tool and manuals for LED course trainers. There are also extensive collections of case studies and research reports which can give insights into lessons from successful LED activities in other local government. If you come across any other guides and resources you feel would be good to add to this collection, please send through to [gareth.wall@clgf.org.uk](mailto:gareth.wall@clgf.org.uk)

#### Contents:

##### Introduction guides to LED

- *LED Quick Reference Guide* -16 page World Bank
- *Promoting LED through Strategic Planning: Quick Guide* – 36 page UN Habitat
- *LED Demystified: From Words to Action* 21- page Southern Africa LED network
- *The Role of Local Government in LED* - 45 page VNG International

##### Detailed guides/primers for LED

- *LED: A Primer* – 91 page World Bank
- *Promoting Local Economic Development through Strategic Planning Manual* – 222 page UN Habitat
- *Handbook on How to Manage Local Economic Development* – 76 page USAID
- *Cities alliance resource guide*: 148 page guide for cities on understanding your local economy
- *Building Community Prosperity Through Local Economic Development. An Introduction to LED Principles and Practices. 143 pages Federation of Canadian Municipalities 2013*

##### Tools

- *Local Business Enabling Environment Survey Instrument* - 8 page World Bank
- *Urban Competitive Assessment in Developing Country Urban Regions: The Road Forward 2000* a 48 page paper commissioned by the World Bank
- *Guidelines for Developing Terms of Reference for Information Collection for a LED Strategy* 3 page

##### Case Studies and Research Papers

- *Local Economic and Employment Development (LEED) Programme* - OECD

##### Guides for trainers

- *Making LED Strategies: A Trainer's Manual* from the World Bank
- *Promoting Local Economic Development through Strategic Planning Trainer's Guide* UN Habitat 116 page

##### List of tool kits reviewed

- **The World Bank LED toolkit**: including an introduction level quick reference guide 16 page, a detailed primer 91 pages, a trainer's manual for making LED Strategies 365 page, an LED strategic planning and practice casebook's, along with an survey instruments for assessing the local business enabling environment.
- **Cities alliance resource guide**: 148 page guide for cities on understanding your local economy:
- **UNHABITAT LED series**: a quick guide to the series 39 pages, a manual: LED concepts and a 10-step planning process 222 pages, a toolkit to support the planning process 112 pages, an action guide including ideas& case studies 214 pages and a trainer's Guide 116 pages
- **South Africa LED network: LED Demystified** includes six accessible books: From Words to Action, LED Roundtables, Business Enabling Environment Surveys, Plugging the Leaks & Develop your own LED Strategy
- **OECD - Local Economic and Employment Development (LEED) Programme**  
Organising for local development: the role of local development agencies
- **USAID-** Handbook on How to Manage Local Economic Development



## Introduction to LED

1. **LED Quick Reference Guide** from the World Bank is an easy to read 16 page concise introduction for those new to the concept and implementation of LED. It overviews the evolution of LED and highlights the strategic and structured approach to initiating an LED strategy and LED programs and projects. It outlines a five stage approach to LED strategic planning and describes the nature and approach of each of the stages:

- 1) Organizing the Effort
- 2) Doing the Local Economy Assessment
- 3) Creating the LED Strategy
- 4) Implementing the LED Strategy
- 5) Reviewing the LED Strategy.

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTURBANDEVELOPMENT/EXTLED/0,,contentMDK:20276741~menuPK:402646~pagePK:148956~piPK:216618~theSitePK:341139~isCURL:Y,00.html>

2. **Promoting LED through Strategic Planning: Quick Guide** – 36 page UN Habitat  
Arranged in four short sections and 10 steps – the quick guide is designed as an overview for busy executives or those not intimately involved with planning for local economic development

- Where are we now? Step 1: Getting Started Step 2: Stakeholders and Participation Step 3: Situation Analysis
- Where do we want to go? Step 4: Visioning Step 5: Setting Objectives
- How do we get there? Step 6: Identifying & Evaluating Strategy Options Step 7: Action Planning and Strategy Documentation Step 8: Plan Implementation
- Have We Arrived? Step 9: Monitor and Evaluate Step 10: Adjust and Modify

<http://www.unhabitat.org/pmss/listItemDetails.aspx?publicationID=1922>

3. **From Words to Action** is a 21 page guide that helps the user to contextualising LED tools and argues the importance of systematic methods for improving the local business enabling environment. Its seven sections outlined below give a sense of the range of tools available before drilling down into a sample of methods piloted in municipalities across Southern Africa.

[http://led.co.za/sites/led.co.za/files/cabinet/orgname-raw/document/2014/led\\_toolkit\\_book\\_1\\_from\\_words\\_to\\_action.pdf](http://led.co.za/sites/led.co.za/files/cabinet/orgname-raw/document/2014/led_toolkit_book_1_from_words_to_action.pdf)

- *Introducing Local Economic Development:* Processes rather than project, Tools on offer, LED as a contested concept in Southern Africa, Historical evolution of LED policy, Funds for projects, Markets first: sustainable goods and services, respond to the market, Fragmentation of LED support, LED as enabling business, Emerging LED practice in the context of municipal size, Municipal capacity for LED
- *Clarifying LED:* Colonial resource economies, LED as democratisation,
- *What is local economic development?* Including all the players, Partnerships for an enabling business environment, Unique solutions for local problems
- *What can we learn from international: approaches to LED?* Categorising approaches to LED, Developmental LED strategies,
- *What are LED tools?*
- *Prospects for municipal application of LED tools in Southern Africa:* Creating trust between public and private sector interests, Fragile relationship building, Political economy of 'empowerment', Hard data versus soft indigenous knowledge, The time and place for LED tools, Local Authority Associations' role in LED tools, The way forward
- *Choose your tools*

4. **The Role of Local Government in LED** is a 45 page step-by-step approach developed by VNG International

[www.vng-international.nl/fileadmin/user\\_upload/downloads/publicationsAndTools/The\\_role\\_of\\_local\\_government\\_in\\_local\\_economic\\_development.pdf](http://www.vng-international.nl/fileadmin/user_upload/downloads/publicationsAndTools/The_role_of_local_government_in_local_economic_development.pdf)

Introduction: What is Local Economic Development, Seeking competitive advantage, Who is involved? Leading the process, The municipality's role in Local Economic Development, A step-by-step approach

The guide is organised into six steps:

- 1: Getting organised,
- 2: Strategic planning,
- 3: Information gathering,
- 4: Establishing the administrative organisation,
- 5: LED Service levels: What can be done?
- 6: Advanced LED - moving to targeted and specialized services



### Detailed guides for LED

1. **LED: A Primer** – World Bank. This 91 page primer is organised using the five sections: Introduction to LED and Organizing the Effort, Introduction to the Local Economy Assessment, Formulating the LED Strategy, LED Strategy Implementation and Strategy Review  
<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTURBANDEVELOPMENT/EXTLED/0,,contentMDK:20276743~menuPK:402646~pagePK:148956~piPK:216618~theSitePK:341139~isCURL:Y,00.html>

**Who does LED?** 'By its nature, local economic development is a partnership between the business sector, community interests and municipal government. LED is usually strategically planned by local government in conjunction with public and private sector partners. Implementation is carried out by the public, private and non-governmental sectors according to their abilities and strengths.' Page 1

Developed as a resource to assist communities to develop LED strategies, the Primer has been prepared for towns, cities and communities that are new to LED and that wish to help their local economies grow. The Primer seeks to provide municipalities, practitioners, businesses and communities with an understanding of what LED is, why and how it is practiced. It aims to identify the initial steps to starting the LED planning process, and has been developed using good practice from a number of transitioning and developing economies, as well as from North America and the EU. The primer highlights examples of good practice in LED strategic planning and implementation, and draws on the lessons and experiences gained from the Cities of Change LED network as well as experiences from other programs across the globe. It is hoped that the Primer will serve to explain some of the complexities associated with LED strategic planning. The target communities have ranged from communities of less than 20,000 inhabitants to over 3,500,000.

2. **UNHABITAT Promoting Local Economic Development through Strategic Planning manual**  
[www.unhabitat.org/pmss/listItemDetails.aspx?publicationID=1922](http://www.unhabitat.org/pmss/listItemDetails.aspx?publicationID=1922) This 222 page manual covers both LED concepts as well as a 10-step planning process, provides concepts, a step-by-step process and explanations regarding LED. This manual is about skills training and capacity-building. It is intended to increase the understanding of strategic planning and local economic development by local actors working in both the formal and informal economies. It is also about getting results. Once the first steps that are laid out in this manual are completed, there should be a written LED strategy document that secures commitment from stakeholders and coordinates future economic development actions, which are the basis for successful implementation. The later steps help to ensure that implementation is actually accomplished and improved through monitoring and evaluation.  
Module One: Where are we now? Step 1: Getting Started Step 2: Stakeholders and Participation Step 3: Situation Analysis  
Module Two: Where do we want to go? Step 4: Visioning Step 5: From Issues to Objectives  
Module Three: How do we get there? Step 6: Identifying & Evaluating Strategy Options Step 7: Action Planning and Strategy Documentation Step 8: Strategic Plan Implementation  
Module Four: Have We Arrived? Step 9: Monitor and Evaluate Step 10: Adjust and Modify
3. **USAID- Handbook on How to Manage Local Economic Development** serves as a guide for launching local economic development (LED) programs in cities and towns in Kyrgyzstan. It provides preliminary and introductory recommendations on the main methods of developing and implementing strategic plans that have been applied by numerous municipalities in CEE countries as well as with 12 municipalities of various sizes in Kyrgyzstan. [http://pdf.usaid.gov/pdf\\_docs/PNADR128.pdf](http://pdf.usaid.gov/pdf_docs/PNADR128.pdf)

The handbook is arranged into five chapters:

1. *What is LED? Why and how local government should assist LED?; Stages of LED*
2. *Getting organized initiate a led process:* Find sponsors and financing; Identify stakeholders; Organize preparatory events to involve public; Create working bodies; Invite/appoint led coordinator; Evaluation of previous strategy; Evaluate municipality vision; Evaluate LG mission; Evaluate strategic goals; Prepare report on previous strategy evaluation; Familiarize local community with your report and have it approved
3. *Sped development:* Formulate new municipality vision; Define new local government mission
4. *Analyze the situation:* Prepare a municipality profile; Analyze local budget; Analyze municipal property; Analyze external environment; Identify citizens' priorities; Identify entrepreneurs' needs; Formulate conclusions based on previous strategy evaluation report
5. *Develop theses proceeding from analysis results:* Conduct swot analysis; Define critical and strategic issues; Formulate strategic goals and tasks; Select strategic projects; Prepare sped projects for public discussion; Adopt and officially approve sped



## Local economic development (LED) – resources for practitioners

4. **Cities alliance 2007** [Understanding Your Local Economy: A Resource Guide for Cities](http://www.citiesalliance.org/led-publication) addresses the challenges of analysing local economic conditions and a city's comparative and competitive advantages. [www.citiesalliance.org/led-publication](http://www.citiesalliance.org/led-publication) This 148 page *Guide* presents practical approaches to conducting citywide and region wide economic and competitive assessments in two sections. It includes advice on how to choose LED indicators and tools that can assess a local economy's competitiveness.

**Section one:** Key issues and quick reference materials [Organising the Effort](#) (13 pages) [Identifying Data Requirements](#) (14 pages) [Collecting the Data](#) (4 pages) [Analysing the Data](#) (4 pages) [Assessing Competitiveness](#) (3 pages)

**Section two:** Further guidance for practitioners [Identifying Data Requirements: Guide to LED Indicators](#) (17 pages) [Collecting the Data: Guide to Data Collection Tools](#) (14 pages) [Analysing the Data: Guide to Data Analysis Tools](#) (38 pages) [Assessing Competitiveness: Guide to Strategic Frameworks](#) (12 pages)

5. **Federation of Canadian Municipalities** - Building Community Prosperity Through Local Economic Development. An Introduction to LED Principles and Practices. a very accessible 143 pages written by local government for local government in 2013 [http://www.fcm.ca/Documents/tools/International/Building\\_Community\\_Prosperty\\_Through\\_Local\\_Economic\\_Development\\_An\\_Introduction\\_to\\_LED\\_Principles\\_and\\_Practice\\_EN.pdf](http://www.fcm.ca/Documents/tools/International/Building_Community_Prosperty_Through_Local_Economic_Development_An_Introduction_to_LED_Principles_and_Practice_EN.pdf)

### Sections:

1. Introduction to LED
2. The LED Enabling Environment and Community Readiness
3. Quantitative Forecasting and Comparative Analysis In Local Economic Development Planning – EBED's Experience in Ukraine
4. Strategic Planning
5. LED Instruments
6. Gender Equality and Local Economic Development
7. Environmental Sustainability and Local Economic Development
8. Defining Expected Results and Tracking Progress/Success

Appendix One: Common LED Acronyms

Appendix Two: Glossary of Key Terms and Definitions

Appendix Three: Bibliography and References



### Tools

1. **Local Business Enabling Environment Survey Instrument** eight page from the World Bank provides practitioners involved with LED strategic planning and development with a practical example of a survey to obtain information on the perceptions of local business on the conditions and regulations that affect local businesses. The aim of the survey is to highlight policies and practices that hinder business development and identify key opportunities and issues facing local businesses. The information obtained by using a Local Business Enabling Environment Survey will inform those involved with the LED strategic planning process of appropriate strategies, programs and projects to develop the local economy.  
<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTURBANDEVELOPMENT/EXTLED/0,,contentMDK:20276749~menuPK:402646~pagePK:148956~piPK:216618~theSitePK:341139~isCURL:Y,00.html>
2. **Urban Competitive Assessment in Developing Country Urban Regions: The Road Forward 2000** paper commissioned by the World Bank reviews approaches and techniques, those commonly employed, as well as newly emerging ones, to assess the competitiveness of urban regions. The relevance of these techniques to developing country regions is assessed, taking into account the fact that assessment approaches deployed need to reflect the population size of urban regions, and a given urban region's position on the development trajectory. In particular, the importance of human resources and institutional/ cultural environments is explored, as these factors underlie urban competitiveness. Given increasingly rapid socio-economic and technological change associated with globalization, the authors advocate that Strengths-Weaknesses-Opportunities-Threats (SWOT) and benchmarking / monitoring approaches be given centre stage.  
<http://siteresources.worldbank.org/INTLED/Resources/competitiveness.pdf>
3. **Guidelines for Developing Terms of Reference for Information Collection for a LED Strategy** three page World Bank <http://siteresources.worldbank.org/INTLED/Resources/torguidelines.pdf>
4. **South Africa LED network - LED Demystified Business Enabling Environment Surveys** offers a survey method to quickly assess the local business environment and start to diagnose problems. The method is designed to be carried out in-house by the municipality, and be a simple sustainable replicable research process for municipalities of all sizes.
- 5.



### **Case Studies and research reports**

**1. OECD - Local Economic and Employment Development (LEED) Programme**

Organising for local development: the role of local development agencies

<http://www.oecd.org/cfe/leed/44682618.pdf>

The report includes profiles of the following Commonwealth cities agencies

Auckland - AucklandPlus - page 29

Cape Town - Cape Town Partnership – page 32

Liverpool - Liverpool Vision –page 34

Sheffield - Creative Sheffield – page 38

Toronto - Build Toronto and Invest Toronto - page 39

2. **LED Strategic Planning and Practice Casebook** from the World Bank's core aim is to highlight practical knowledge and approaches that can be used by municipal governments and communities to understand, design and implement integrated LED strategies. This 220 page casebook seeks to provide an understanding of municipal approaches to LED strategic planning by identifying good practice in strategic planning methodology. The Casebook serves as a collection of six local economic development strategies that provide examples of good practice from across Europe and from the [Cities of Change](#) network. The Casebook also contains good practice notes and comments.

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTURBANDEVELOPMENT/EXTLED/0,,contentMDK:20276752~menuPK:402646~pagePK:148956~piPK:216618~theSitePK:341139~isCURL:Y,00.html>

3. *Action Guide: Promoting Local Economic Development through Strategic Planning*: from UNHabitat gives action ideas & case studies 214 pages

4.



## **Guides for trainers**

1. [Making LED Strategies: A Trainer's Manual](#) from the World Bank has been prepared as an output of the Cities of Change initiative that supports policy and administration reform in local governments. This 365 page manual has been developed as a resource to train municipal officials and community representatives in the core elements of local economic development and strategy planning. The manual provides a module based approach to conceptualizing and devising integrated LED strategies for local area development. It has five sections: [Trainer's Guide to Manual, 1: Introduction to LED and Organizing the Effort, 2: Introduction to the Local Economy Assessment, 3: Formulating the LED Strategy, 4: LED Strategy Implementation 5: Strategy Review](#)
2. UNHABITAT Promoting Local Economic Development through Strategic Planning *Trainer's Guide* | 16 pages
- 3.



### Tool kits

1. **The World Bank** - 2006 have produced quite a comprehensive tool kit for cities outlined below:  
<http://go.worldbank.org/V68VWA64TF0>

[LED Quick Reference Guide](#) (QRG) is an easy to read 16 page concise introduction for those new to the concept and implementation of LED. It overviews the evolution of LED and highlights the strategic and structured approach to initiating an LED strategy and LED programs and projects. It outlines a five stage approach to LED strategic planning and describes the nature and approach of each of the stages: 1) Organizing the Effort, 2) Doing the Local Economy Assessment, 3) Creating the LED Strategy, 4) Implementing the LED Strategy 5) Reviewing the LED Strategy.

[LED: A Primer](#) The 91 page primer is organised using the same five section as the trainers manual (see below)

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[Guidelines for Developing Terms of Reference for Information Collection for a LED Strategy](#) three pages





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**UNHABITAT** Promoting Local Economic Development through Strategic Planning series is a resource for local governments, businesses and civil society organizations to help them initiate and implement local economic development interventions through a strategic planning process.

[www.unhabitat.org/pmss/listItemDetails.aspx?publicationID=1922](http://www.unhabitat.org/pmss/listItemDetails.aspx?publicationID=1922)

The series is comprised of Four Volumes:

**Manual:** LED concepts and a 10-step planning process 222 pages, provides concepts, a step-by-step process and explanations regarding LED

**Toolkit:** tools to support the planning process 112 pages, provides an array of tools to help you on your way towards developing and implementing a LED strategy

**Action Guide:** action ideas & case studies 214 pages

**Trainer's Guide** 116 pages

Finally they have produced a 36 page *Quick Guide to LED* which serves as an overview for busy executives or those not intimately involved with planning for local economic development.

3. **South Africa LED network - LED Demystified** is a toolkit that focuses on LED in Namibia, Botswana and South Africa. The package highlights the importance of concrete LED tools for implementation in local government, and introduces the range of tools that have been tested across South Africa, Namibia and Botswana. The target audience for LED Demystified is municipal officials and councillors who want to unlock the potential of local business by creating a better business enabling environment. The tools have been developed by the national associations for local authorities in Sweden, South Africa, Namibia and Botswana and have been tested in a select number of municipalities.

**Book 1: From Words to Action** funnels the user into contextualising LED tools and argues the importance of systematic methods for improving the local business enabling environment. It gives a sense of the range of tools available before drilling down into a sample of methods piloted in municipalities across Southern Africa. [http://led.co.za/sites/led.co.za/files/cabinet/orgname-raw/document/2014/led\\_toolkit\\_book\\_1\\_from\\_words\\_to\\_action.pdf](http://led.co.za/sites/led.co.za/files/cabinet/orgname-raw/document/2014/led_toolkit_book_1_from_words_to_action.pdf)

**Book 2: LED Roundtables** offers a method for structuring consultation and building partnership between the public and private sector as local stakeholders. There is a strong emphasis on local business and responsiveness to local economic conditions.

**Book 3: Business Enabling Environment Surveys** offers a survey method to quickly assess the local business environment and start to diagnose problems. The method is designed to be carried out in-house by the municipality, and be a simple sustainable replicable research process for municipalities of all sizes.

**Book 4: Plugging the Leaks** uses the analogy of the local economy as a leaking bucket, and shows how low-income communities can analyse their own opportunities and gaps for small enterprise. The method also creates awareness of the local multiplier effect and the positive impact of 'local spend'.

**Book 5: Business retention and Expansion** offers a systematic approach to creating jobs by retaining and growing existing business through a partnership where business becomes better interconnected and networked to tackle common problems. The municipality is a partner to this method and can act as facilitator.

**Book 6: Develop your own LED Strategy** guides municipalities on how to develop a credible strategy, and how to assess quality of strategies for implementation



4. **ILO- LED Sensitizing Package** [www.ilo.org/empent/Publications/WCMS\\_112301/lang--en/index.htm](http://www.ilo.org/empent/Publications/WCMS_112301/lang--en/index.htm)

This package aims to establish why LED has become a necessary, viable, and complementary alternative to traditional development strategies in a globalized world. It argues that, in a world increasingly dominated by flows and economic integration, LED provides the adequate framework both to maximize the socio-economic potential of every territory – regardless of whether rich or poor, developed or underdeveloped, urban or rural, central or remote – and to minimize the risks associated with engaging in development strategies, while generating decent and sustainable employment. It also provides guidance on the key steps of the LED process.

5. **USAID-** Handbook on How to Manage LED [http://pdf.usaid.gov/pdf\\_docs/PNADR128.pdf](http://pdf.usaid.gov/pdf_docs/PNADR128.pdf)

This serves as a guide for launching local economic development (LED) programs in cities and towns in Kyrgyzstan. It provides preliminary and introductory recommendations on the main methods of developing and implementing strategic plans that have been applied by numerous municipalities in CEE countries as well as with 12 municipalities of various sizes in Kyrgyzstan.

The handbook is arranged into five chapters:

6. *What is LED? Why and how local government should assist LED?; Stages of LED*
7. *Getting organized initiate a led process:* Find sponsors and financing; Identify stakeholders; Organize preparatory events to involve public; Create working bodies; Invite/appoint led coordinator; Evaluation of previous strategy; Evaluate municipality vision; Evaluate LG mission; Evaluate strategic goals; Prepare report on previous strategy evaluation; Familiarize local community with your report and have it approved
8. *Sped development:* Formulate new municipality vision; Define new local government mission
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