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Successfulness of Urban Development and Management: Applicability of Governance Indicators

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Successfulness of Urban Development and Management: Applicability of Governance Indicators

- **Urban development planning** – theory
 - Definition
 - Approaches in the planning process
 - New planning process in several steps
- **Governance indicators** – theory
 - What and why?
 - Characteristics of governance and management indicators
- **Urban development planning in Croatia**
- **Governance indicators at local and regional level in Croatia**
- **Case studies** – 3 cities and 3 counties – comprehensive analysis
 - Local development strategies
 - Implementation and correlation of local and county development strategies
- **Policy recommendations** – for improvement of future urban development and management

Urban Development Planning - theory

- Definition
 - Discipline of land use planning; connected with ordering and design of settlements
 - Key words:
 - Sustainable development; Sustainable city; Community participation and involvement
- Approaches in the planning process
 - **Traditional (classical) urban planning** – “top-down” approach
 - Core/periphery polarization; development starts in few dynamic sectors or areas; large redistribution mechanisms
 - **Modern (participatory) urban planning** – “bottom-up” approach
 - Structural composition of economy of each region; local development depends on local conditions
- New planning process in several steps
 - Preparation of local development documents using participative methodology

Governance Indicators - theory

- What and why?
 - Main role of urban development and management is to provide high quality of urban services
 - Shift from government to governance
 - Good governance and New public management
 - Governance indicators:
 - Integral part of **planning process** – measure: successfulness of implementation of strategic document (urban strategic goals)
 - Integral part of **providing public services** – measure: effectiveness in providing public services
 - **Management tool** by policymakers, citizens, researchers, ... for measure policy performance (urban strategic goals)
- Governance and management indicators
 - Two groups: qualitative data and quantitative indicators
 - Types: outcome, output, input indicators

Urban Development Planning in Croatia

- ❑ Rich history of urban development planning in Croatia
- ❑ Last 10 years – participative approach in urban (local) and regional development planning
 - “Strategic programmes”; “Strategies”; “Long-term plans”
- ❑ Major features of development documents
 - Preparation is initiated by EU and national legislation
 - Day to day decision making do not enable efficient urban development and management in LGUs
 - Preparation with enormous help of consultant, team of consultants or scientific institution(s)
 - **Decisions are made in non-transparent way**
 - ❑ LGUs express development views and proposals
 - ❑ Consultants explain methodology
 - ❑ Several joint meetings, further talks
 - ❑ Data collection and analysis
 - ❑ Strategy is completed and delivered (often) without presentation
 - Strategy (“standard” development document) **contains** informative exposition of the current situation; data are often insufficient; development objectives stated with not much explanation; no action plans
 - Strategy **suffers** of lack of institutional analysis; no relationship to the budget
 - Do not get implemented, monitored and evaluated

Governance Indicators at Local and Regional Level in Croatia (1)

- Major constraints:
 - **Inappropriate data availability**
 - On urban economy and urban environment at L/R level
 - Fiscal and financial data are available (always late)
 - **Weaknesses of statistical system**
 - Because of insufficient recognition of the importance of the statistical system for the society
 - Absence of statistical business register
 - Insufficient IT infrastructure and high turnover of staff
 - **Weak co-operation between different institutions**
 - The CBS (central body), county administration offices, the CNB, ...

Governance Indicators at Local and Regional Level in Croatia (2)

Goal	Qualitative data	Quantitative indicator
Promote decentralization and strengthen local authorities	Level of decentralization	% of LG participation in GDP and in consolidated GG
Encourage and support participation and civic engagement	Citizens' involvement in major planning decisions Harmonization of major development goals defined in local and county development strategies	Performance indicators for major development goals defined in local development strategies
Ensure transparent, accountable and efficient governance of towns, cities and counties	Transparency and accountability	% of LG R/E in total LG R/E % of Rec. LG R/E in total LG R/E % of Cap. LG R/E in total LG R/E Performance indicators of LG spending by major development goals defined in L development strategies

Case Studies – 3 Cities and 3 Counties – Comprehensive Analysis

- Project “Consulting in regional planning in Croatia” supported by GTZ and with help of EIZ experts
 - Cities: Samobor, Virovitica, Benkovac
 - Counties: Zagreb County, Virovitica-Podravina County, Zadar County
- Local development strategies
 - Preparation started in 2001 and 2002
 - Exist in all cases
 - Different names; structure
 - Show the capacity of LGUs to manage its own development
 - Participative methodology
 - Lack of monitoring and evaluation by LGUs
 - Lack of performance indicators
 - No correlation with local budget
 - Implementation plan not synchronised with strategic plan
- Implementation and correlation of local and county development strategies
 - Cities are vital to promote L, R and N development and improve future urban development and management of LGUs

Governance Indicators – Case Studies Comparison

Goal	Qualitative data Samobor Virovitica Benkovac	Quantitative indicator Samobor Virovitica Benkovac
Promote decentralization and strengthen local authorities	Level of decentralization	% of LG participation in local budget R in Croatia; in R of conty budget 0,65% 0,34% 0,14% 11,3% 25,7% 4%
Encourage and support participation and civic engagement	Citizens' involvement in major planning decisions YES YES YES Harmonization of major development goals defined in local and county development strategies PARTLY PARTLY FULLY	Performance indicators for major development goals defined in local development strategies Do not exist Do not exist Do not exist
Ensure transparent, accountable and efficient governance of towns, cities and counties	Transparency and accountability	% of LG R/E in total LG R/E 0,65% 0,34% 0,14% 0,54% 0,32% 0,15% % of Rec. LG R/E in total LG R/E % of Cap. LG R/E in total LG R/E Performance indicators of LG spending by major development goals defined in L development strategies

Policy recommendations – for improvement of future urban development and management

- Diverse types of urban areas should be also reflected in the types of indicators selected:
 - This choice should reflect the strategic development goals of specific city/county
 - Selection of indicators should help in **capacity building of city management**
 - The indicators should be selected on the basis of their **relevance** for preliminary assessment, taking into account information constraints
 - It is suggested to begin with **smaller set of indicators** where data are of reasonably good quality and gradually expand this set with other indicators
 - The whole process of formulating indicators should be **participatory**
- Governance indicators can help in many important areas:
 - **Decentralization** (delegation of revenues and responsibilities to L/R level of government)
 - **Governance** (to establish new forms of participatory governance)
- Croatia – policy-related approach to framework development
 - Implementation of governance indicators as **management tool** is at the beginning
 - **Policy impact is limited** due to institutional, methodological and technical constraints

Thank you!
Suggestions? Comments? Questions?

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