"The Vital City"
European Urban Research Association (EURA)
10th Anniversary Conference, University of Glasgow
11-14 September 2007, Glasgow, Scotland

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: successfullness 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)

<table>
<thead>
<tr>
<th>Goal</th>
<th>Qualitative data</th>
<th>Quantitative indicator</th>
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<tbody>
<tr>
<td>Promote decentralization and strengthen local authorities</td>
<td>Level of decentralization</td>
<td>% of LG participation in GDP and in consolidated GG</td>
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<tr>
<td>Encourage and support participation and civic engagement</td>
<td>Citizens’ involvement in major planning decisions</td>
<td>Performance indicators for major development goals defined in local development strategies</td>
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<td>Harmonization of major development goals defined in local and county development strategies</td>
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<td>% of Rec. LG R/E in total LG R/E</td>
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<td>Performance indicators of LG spending by major development goals defined in local development strategies</td>
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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

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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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