

**World Bank - Austria  
Urban Partnership Program  
UPP survey results 2018**

**C2C Dialogues  
Skopje, Macedonia  
*11th April 2019*  
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## Improving Local Government Capacity in South-East Europe Urban Partnership Program (UPP) – UPP survey

- Survey was undertaken as a baseline analysis and follow-up to previous surveys.

- Goal:

Enhance understanding based on stakeholder feedback on which of the UPP components were more useful so as to help better target future activities

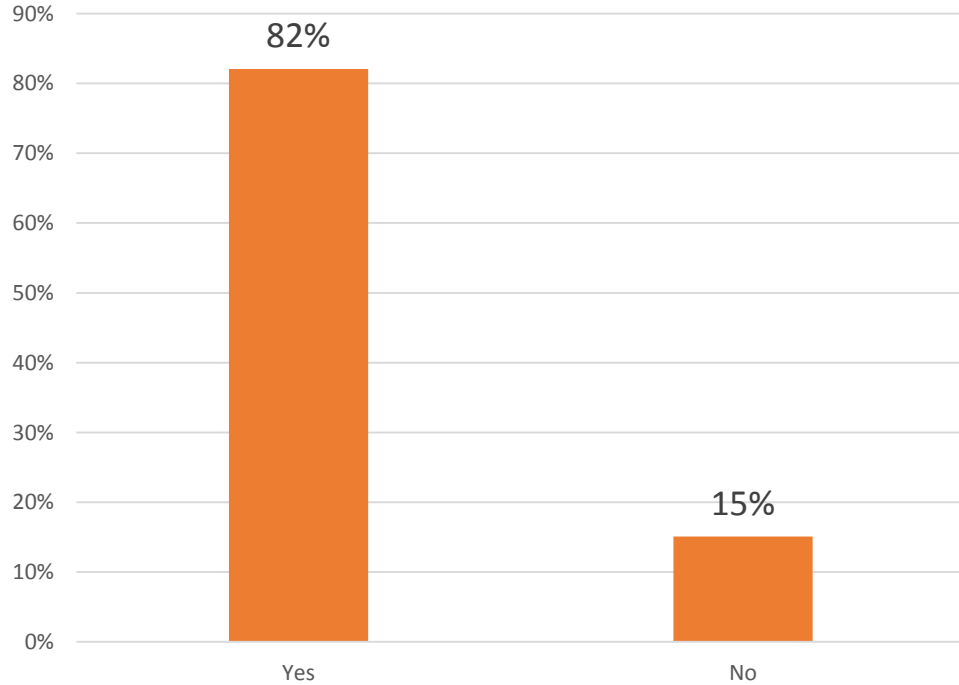
Identify how to best deliver and trigger interest to continue the UPP and similar programs in the future

Follow the UPP philosophy of involving respondents at all stages of the process

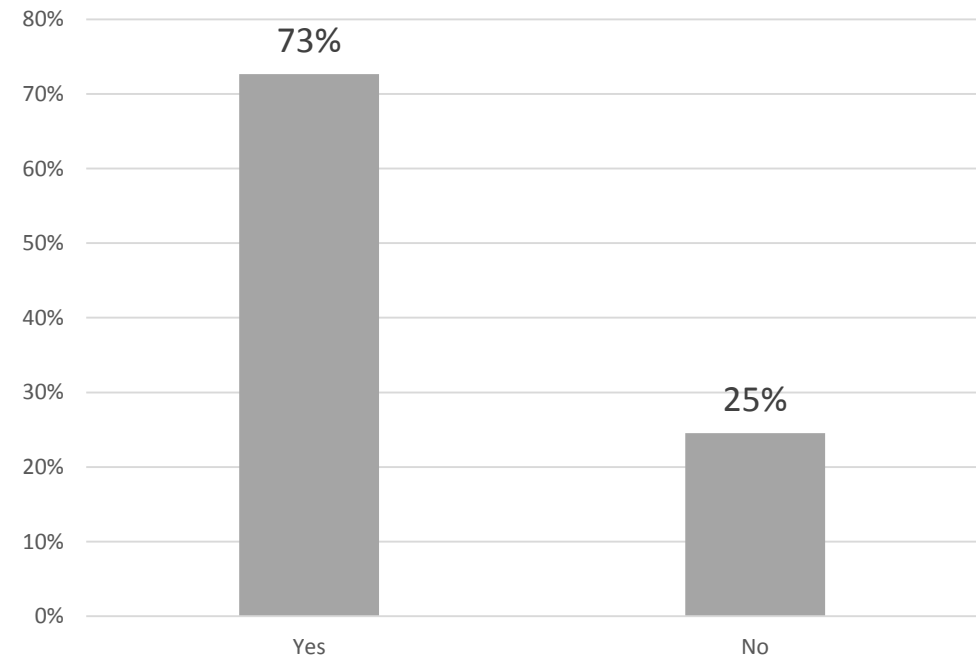
- The survey was sent to respondents who have actively participated in the work of the UPP, and included questions about the UPP and its impact on knowledge, work or areas of urban development and city governance.
- We received 106 completed surveys from the seven Western Balkan countries and 65 different municipalities/cities, 70/106 were female respondents and mostly from Associations of local governments and subnational governments.

# Improving Local Government Capacity in South-East Europe Urban Partnership Program (UPP) – Impact on municipal service delivery and project implementation

"Has the UPP influenced in any way  
municipal service delivery to citizens and  
their quality?"



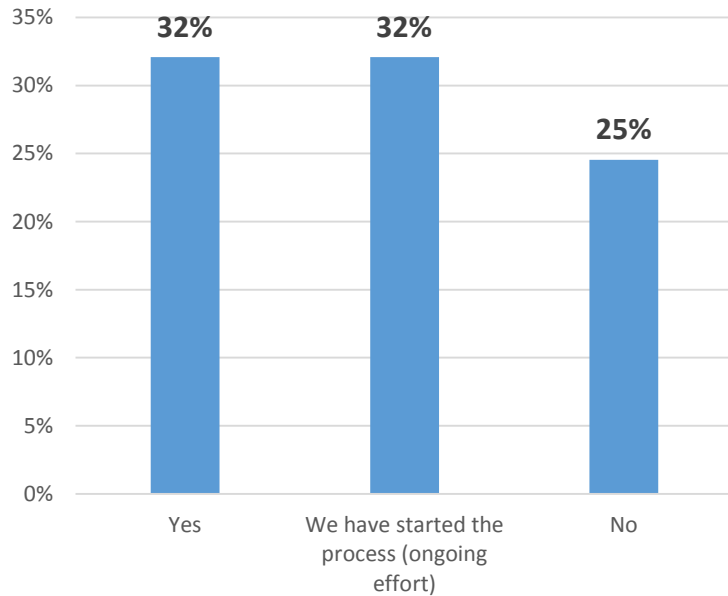
"Have the UPP tools helped you to access  
funding to finance your local, national or  
regional urban projects?"



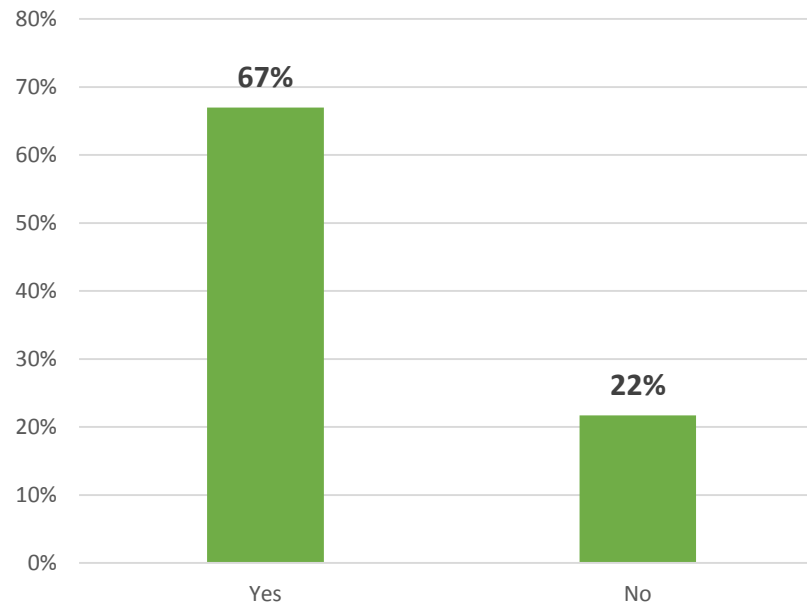
\*residuals represent blanks / non response

# Improving Local Government Capacity in South-East Europe Urban Partnership Program (UPP) – Impact on municipal finance

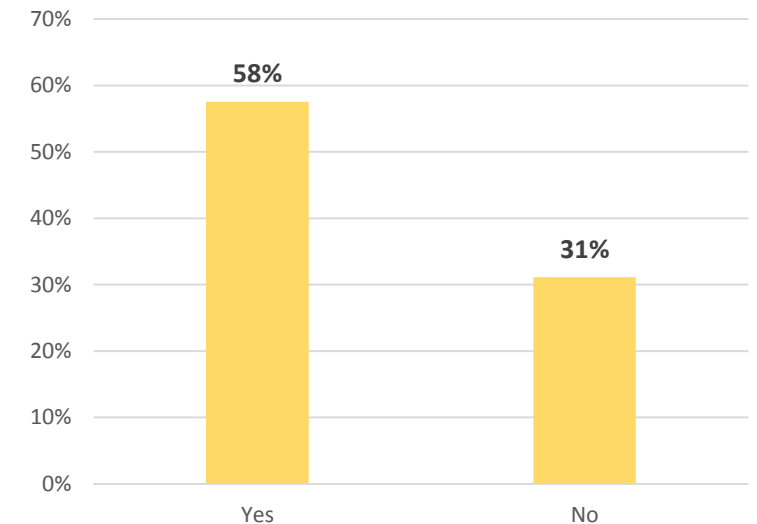
"Has your municipality finalized its Municipal Finance Improvement Plan/Action Plans as a result of MFSA?"



"Has the MFSA helped to improve the financial management of your municipality?"



"Is your municipality using the MFSA analysis and plans to track financial performance and using the results for decision-making?"



## Improving Local Government Capacity in South-East Europe Urban Partnership Program (UPP) – Impact on urban planning

- **Urban Audit Priority Investment Programs (PIPs)**

13/37 respondents from Albania and Macedonia mentioned that the PIP had been implemented

17/37 stated that the Urban Audit in combination with the MFSA had helped them to identify sound and realistic investment programs. In Elbasan, Albania, for example it helped to raise revenues up to 500000 \$.

- **Urban planning**

16/37 said that the Urban Audit analysis was used to improve the urban planning and/or development strategies of the city.

- **Spinoff projects**

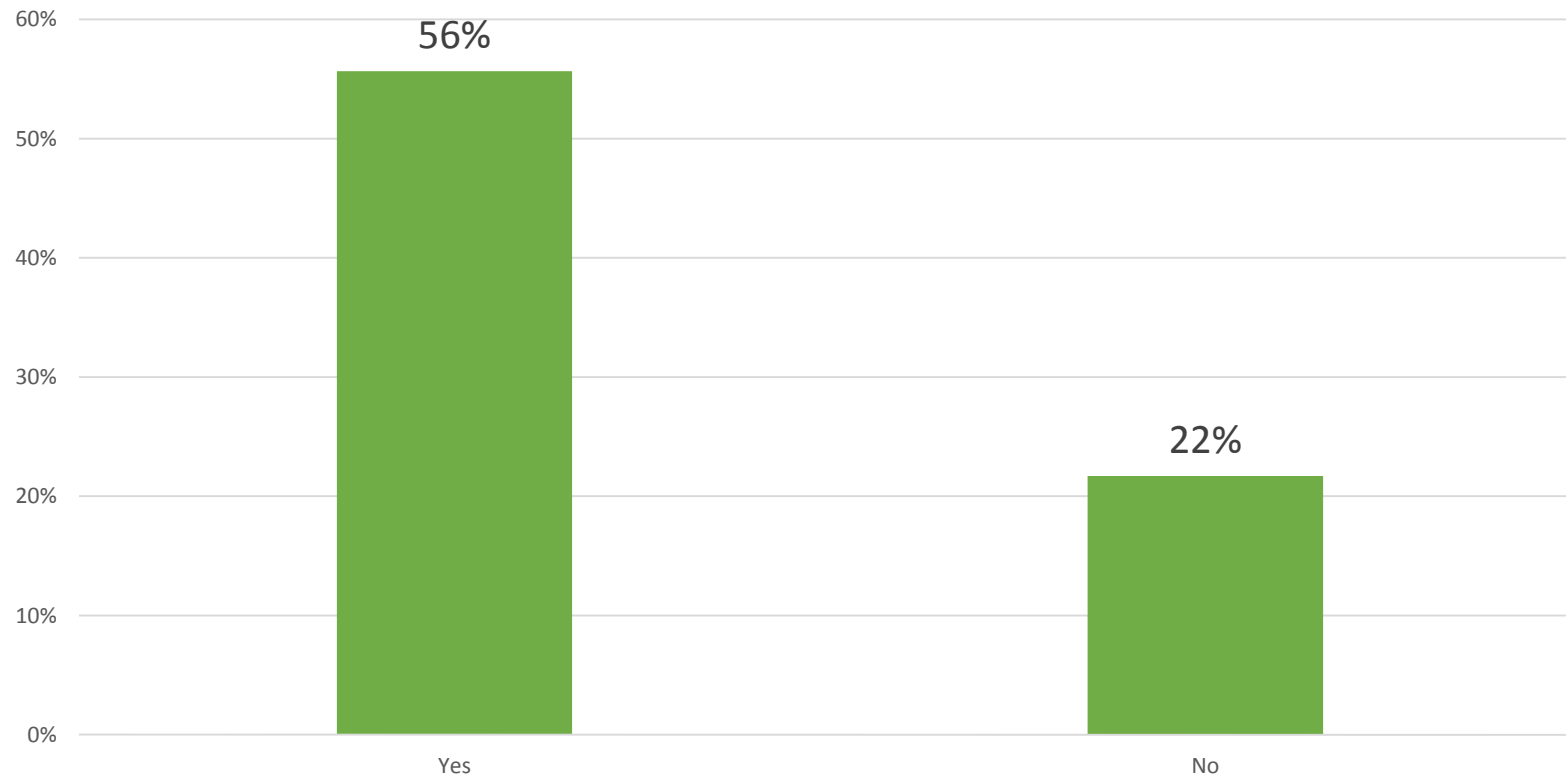
14/37 stated that the Urban Audit enabled spinoff projects:

-> General Local Territorial Plan adopted and multifunctional intervention project implemented in Lushnje, Albania.

-> Development of local economic development strategies (special interest zones for citizens in Prilep, sustainable urban mobility plan and smart city development in Veles, new spatial urban plans in Gazi Baba)

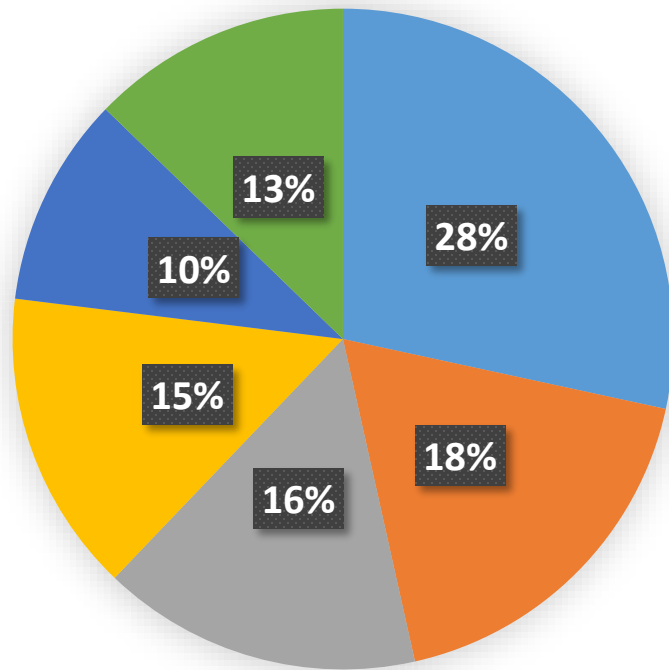
# Improving Local Government Capacity in South-East Europe Urban Partnership Program (UPP) – Impact on Social Sustainability and Citizen Engagement

"Is your municipality using feedback mechanisms and/or other ICT tools to improve transparency, financial management and/or service delivery?"



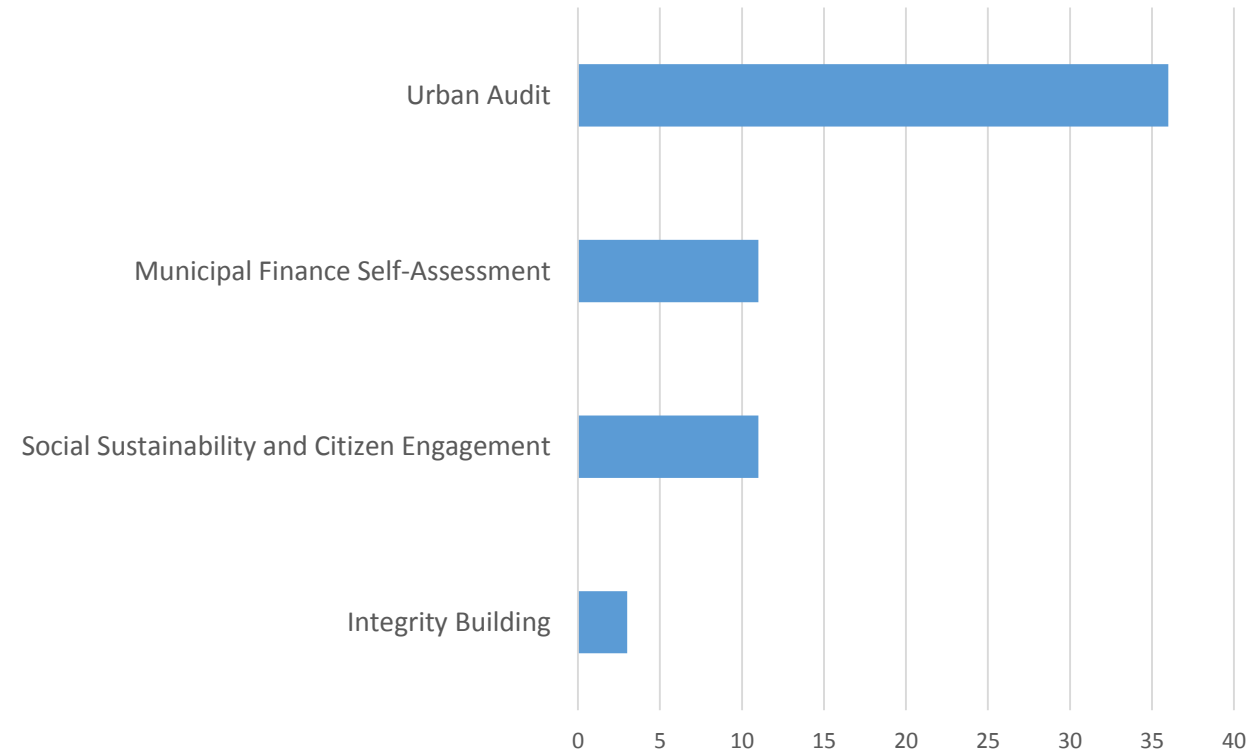
# Improving Local Government Capacity in South-East Europe Urban Partnership Program (UPP) – Interest in technical assistance

What would you consider the most important tool(s)  
of the UPP? (% from total responses)



- Municipal finance self-assessment
- Urban audit
- Integrity Building/Anti-corruption approach
- Social Sustainability/Citizen Engagement approach
- E-learning
- Networking events

Interest in new tools / capacity building (number of respondents)



# Improving Local Government Capacity in South-East Europe Urban Partnership Program (UPP) – Interest in technical assistance

## ➤ Municipal finance workshops

Rank	Tool
1	Capital investment planning
2	Improvement action planning
3	Monitoring and tracking of the action plans
4	Improvement of creditworthiness
5	Debt management

## ➤ Planning workshops (participatory planning tools, prioritization of investments were equally rated)

## ➤ Trainings on proposals related to EU / other available funds

Rank	Tool
1	Project preparation/development
2	Project management & implementation
3	Project/program funding
4	Identification of partnerships (for cross border projects in particular)
5	Specific topics related to: procurement, financial management, reporting, monitoring and evaluation



# Improving Local Government Capacity in South-East Europe Urban Partnership Program (UPP) – Vienna location

Albania:

**15/17** said that the UPP influenced municipal service delivery to citizens and their quality.

In Qyteti it helped to improve living conditions and environmental factors in the city.

In Lushjne through linkages of MFSA with the UA, investments increased and have enhanced quality of life.

In Vlore a better understanding of the financial capacity and the potential led to improved investments.

**13/17** said that the MFSA analysis and plans are being used to track financial performance and using the results for decision-making.

**16/17** of respondents said that the MFSA helped to improve the financial management of their municipality.

**10/17** said that the UA has been used to improve the urban planning and/or development strategies of the city/municipality.

**13/17** of respondents said that that the UPP tools helped them to access funding to finance their local, national or regional urban projects. In Lushjne it helped to reconstruct schools and preschool education facilities.

# Improving Local Government Capacity in South-East Europe Urban Partnership Program (UPP) – Vienna location

Bosnia and Herzegovina:

**16/21** of respondents said that the MFSA helped to improve the financial management of their municipality. The MFSA helped to inform a project to increase the collection of real estate tax in Prijedor.

**18/21** said that the UPP influenced municipal service delivery to citizens and their quality.

**13/21** said that the MFSA analysis and plans are being used to track financial performance and using the results for decision-making.

**15/21** of respondents said that that the UPP tools helped them to access funding to finance their local, national or regional urban projects.

**11/21** of respondents said that the MFSA enabled spinoff projects. In Prijedor a project for continuous cooperation with the tax administration aimed at increasing the collection rate of real estate tax or transferring these activities to the local level as is the situation in Serbia.

# Improving Local Government Capacity in South-East Europe Urban Partnership Program (UPP) – Vienna location

Croatia:

**5/9** of respondents said that the MFSA enabled spinoff projects. In Crikvenica the MFSA enabled the development of a public spending database to compare performance with other cities.

**7/9** of respondents said that that the UPP tools helped them to access funding to finance their local, national or regional urban projects.

**5/9** said that the municipality is using feedback mechanisms or other ICT tools to improve transparency, financial management and/or service delivery

**8/9** said that the UPP influenced municipal service delivery to citizens and their quality.

# Improving Local Government Capacity in South-East Europe Urban Partnership Program (UPP) – Vienna location

Kosovo:

**6/7** of respondents said that the MFSA helped to improve the financial management of their municipality

**5/7** said that the MFSA analysis and plans are being used to track financial performance and using the results for decision-making

**4/7** of respondents said that that the UPP tools helped them to access funding to finance their local, national or regional urban projects.

**6/7** said that the UPP influenced municipal service delivery to citizens and their quality.

# Improving Local Government Capacity in South-East Europe Urban Partnership Program (UPP) – Vienna location

Macedonia:

**17/20** said that the UPP influenced municipal service delivery to citizens and their quality.

In Veles they made a new Sustainable Development Vision with a focus on the sustainable urban mobility and development of a SMART city. They have already applied to the World Bank LCRP Program call with the first project in the tourism area with SMART elements.

In Strumica they used the MFSA and UA for project prioritization at the budget forums.

In Prilep the tools were used to support decision making for financing based on citizen requests.

**11/20** of respondents said that the municipality had finalized or have started the process of Municipal Finance Improvement Action Plans (MFIP). In Gazi Baba the MFSA helped for example to stay under the limit of 30% of operative budget for on-lending loans.

**13/20** said that there would be interest to implement other tools such as the Urban Audit.

**12/20** said that that the UPP tools helped them to access funding to finance their local, national or regional urban projects. Examples in Gazi Baba were IPA funds, LCRP funds or funds for rural development. In Strumica they financed a treatment plant through IPA funds.

# Improving Local Government Capacity in South-East Europe Urban Partnership Program (UPP) – Vienna location

Montenegro:

**10/12** said that the UPP influenced municipal service delivery to citizens and their quality. The MFSA Action Plan has helped to enhance the regulatory framework to provide for additional municipal revenues sources in Pljevlja.

**6/12** of respondents said that the MFSA helped to improve the financial management of their municipality.

**7/12** have finalised or started the process for the Municipal Finance Improvement Action plan as a result of MFSA

**9/12** said that the UPP has helped them to access funding to finance their local, national or regional urban projects

# Improving Local Government Capacity in South-East Europe Urban Partnership Program (UPP) – Vienna location

Serbia:

**17/20** of respondents said that the UPP tools helped them access funding to finance their local, national or regional urban projects. The MFSA enabled the City of Belgrade to receive a credit rating (Moody's).

**13/20** said that the UPP influenced municipal service delivery to citizens and their quality.

**14/20** said that the MFSA analysis and plans are being used to track financial performance and using the results for decision-making.

**14/20** of respondents said that the MFSA helped to improve the financial management of their municipality.

**13/20** said that the municipality is using feedback mechanisms or other ICT tools to improve transparency, financial management and/or service delivery. For example public debates were organised in Smederevo.