



## Performance Management of Municipal Services

### Context

The project introduced for the first time in Albania the Performance Measurement as a tool for local governments to self – evaluate the performance of public service delivery, regularly track, measure and report service delivery improvement – or decline, and make efficient management decisions on the allocation of budget, technical and human resources.

In Albania, service improvement is particularly important because service levels are in general very poor. But local governments have little experience both with citizen outreach and with the freedom to take action to improve the way in which a service is carried out. The action plan following the survey results and set up of performance indicators enabled one group of city staff from each locality to tackle in depth the establishment of a performance management system for their sector, including the development of indicators and plans to improve services based on performance results.

### The Pilot Cities

Four local governments were selected for participation in the program, on the basis of regional and economic diversity, and to serve as representational models for other cities in future efforts at replication of performance management. It was also decided to include one commune in the group, as communes represent more than 80 percent of all local governments in Albania and their problems are quite different from those of the cities. The local



governments selected were the commune of Baldushku, and three cities, Elbasan, Korca, and Lushnja.

### The Customer Survey

The Albanian Citizen Survey, March 2000, was carried out on a representative sample of 500 households in each of four participating communities, and sought performance feedback for a number of public services, including roads, water, social services, garbage and cleaning, citizen relations, and parks. The results of this survey led the municipalities to revise their policies to services, and to improve their elements to which citizens were dissatisfied. Given the low percentage of informed citizens on social policies, Elbasan Municipality decided to establish an information center for social services.

### MAIN FACTS

#### PARTNERS:

- ✓ USAID

#### DURATION:

January 2000 - January 2001

#### BENEFICIARIES:

- ✓ Elbasan Municipality
- ✓ Korca Municipality
- ✓ Lushnje Municipality
- ✓ Commune of Baldushk

#### CONTACT:

Zana Vokopola  
Director

Urban Research Institute

Rr. Asim Vokshi, Nd.14  
Hyrja 11, Ap. 56  
Tirana, Albania  
Tel: +355 4 2256840  
E-mail: [uri@uri.org.al](mailto:uri@uri.org.al)  
Web: [www.uri.org](http://www.uri.org)

### About URI

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