

*NALAS Summer School on Local Governance and Intergovernmental Fiscal Relations*

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# *MFSA and Urban Audit*

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World Bank

# MFSA Objectives

- **Accountability** - to promote financial self-assessment as part of the change management process of local administration
- **Transparency** - to help LG share information with other LGs, and to inform central government, LG Association and citizens about their situation (open data)
- **Prioritization** - to encourage municipal financial and technical departments (asset management, urban planning, strategic planning, mayor's office) to work together on strategic and capital investment planning anchored in financial realism
- **Efficiency** - to monitor and act on a set of key actions aiming at improving mobilization of local resources, rationalization public expenditures and improving financial management practices
- **Access to external funding** - to share common methodologies and international indicators and facilitate negotiations with banking institutions and external donors

# MFSA methodology and cycle



## Legend

1. City Profile	<ul style="list-style-type: none"> <li>Summarize through key data the institutional position of the city</li> <li>Complete with preliminary data from Urban Audit methodology</li> <li>List the main urban management &amp; development challenges</li> </ul>
2. Basic database for MFSA	<ul style="list-style-type: none"> <li>Put together basic data to perform self-evaluation</li> <li>Involve the different municipal departments</li> </ul>
3. Generic Financial Framework	<ul style="list-style-type: none"> <li>Assess the ability to generate gross saving and operating surplus</li> <li>Calculate capital investment effort</li> </ul>
4. Historical Analysis	<ul style="list-style-type: none"> <li>Conduct a detailed analysis of revenues and expenditures composition and trends</li> <li>Assess the level of financial autonomy</li> <li>Assess the level of service provided</li> </ul>
5. Ratio Analysis	<ul style="list-style-type: none"> <li>Review the economic &amp; financial performance through main indicators</li> <li>Compare with benchmarks</li> </ul>
6. Financial Projections	<ul style="list-style-type: none"> <li>Identify budgetary applications of the policy decisions (ex: investment plan, recurrent costs, tax pressure, etc.)</li> <li>Fix the financing needs for investment</li> <li>Identify the expected changes in existing regulation with impact on the city budget</li> </ul>
7. Financial Management Assessment	<ul style="list-style-type: none"> <li>Review briefly budget credibility (Based on PEFA methodology)</li> <li>And quality of the reporting: Comprehensiveness, transparency, predictability</li> </ul>
8. Finance Improvement Plan	<ul style="list-style-type: none"> <li>List the key measures to adopt to improve financial management and financial performance</li> </ul>

# Step 1: Provide your City profile

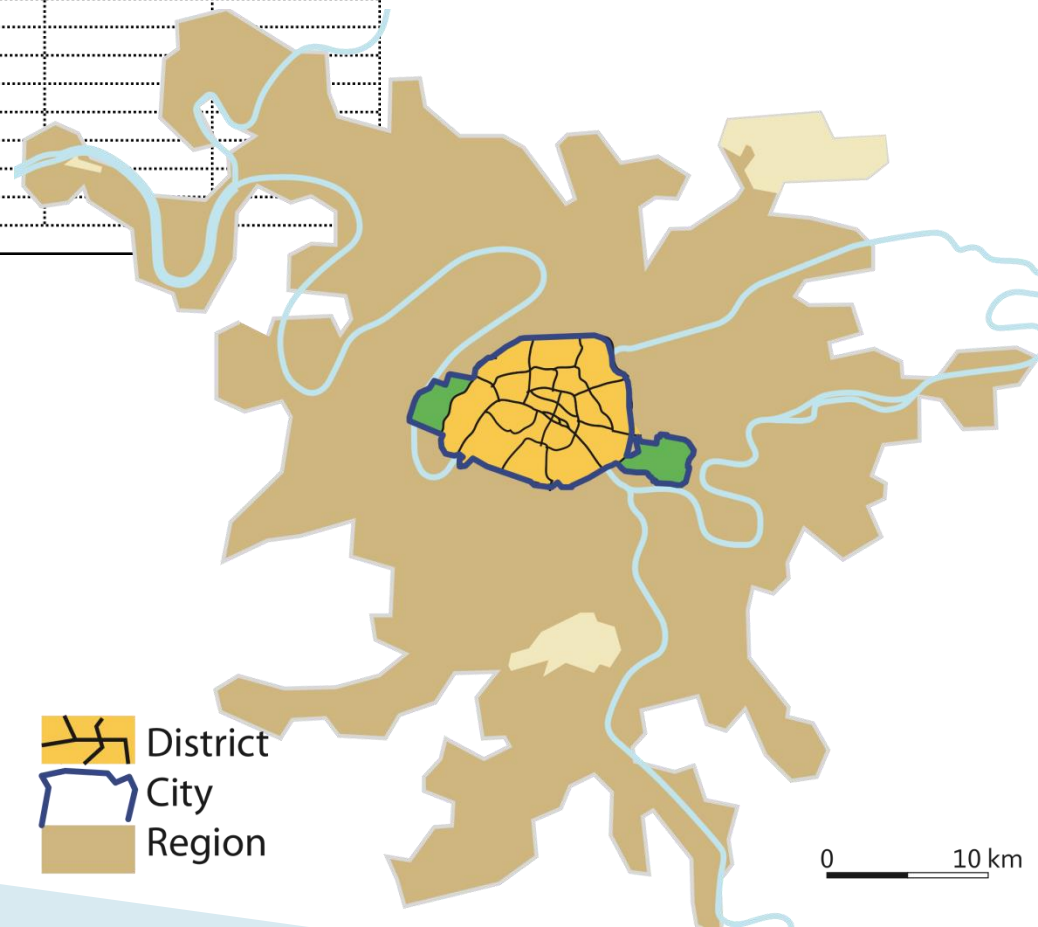
## 1. CITY OF..... FINANCIAL PROFILE

<b>I Territorial organization</b>	One city level	City with sub-municipalities	City with intercommunal upper level
		<b>X</b>	
	Name of sub-national /intercommunal entities		
	Sub-Municipalities or intercommunal financed by the city		<b>Yes</b>

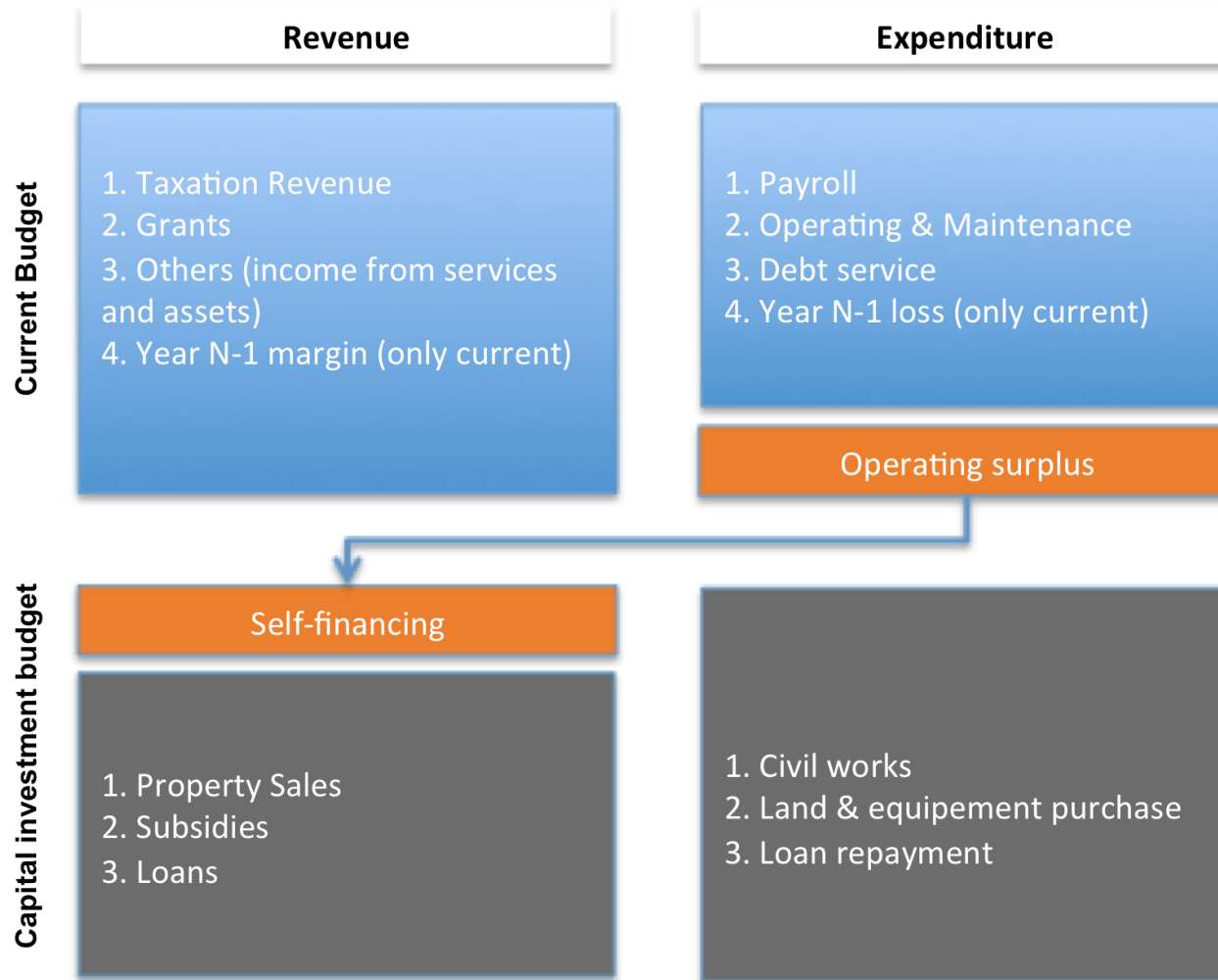
  

	2008	2009	2010	2011
<b>II Population</b>	686 568	695 493	695 493	695 493
Annual growth	1,30%	1,30%	1,30%	1,30%
<b>III GDP</b>				
GDP per capita				
<b>IV Total budget revenue</b>				
Revenue per capita				
% of city GDP				
Debt outstanding				

Summarize through key data the institutional/administrative situation of the city, its demo-eco position and the main urban development issues



# Step 3: Financial position



## Assess:

- Ability to generate **growth savings and operating surplus**
- To promote **Capital Investment effort**
- To strengthen **Credit worthiness**



# How do the Rating Agencies See your City?

## Metropolitan Municipality of Istanbul – Rating action Report

*Fitch Ratings has upgraded the Metropolitan Municipality of Istanbul's (Istanbul) Long-term local currency Issuer Default Rating (IDR) to 'BBB' from 'BBB-' and its National Long-Term Rating to 'AAA(tur)' from 'AA+(tur)'. The upgrade reflects Istanbul's*

- ▶ *continued strong operating performance,*
- ▶ *high capital revenue,*
- ▶ *high self-financing capacity, and operating margins above 50% in 2015–2017.*
- ▶ *Strong operating surpluses and*
- ▶ *asset sale proceeds will cover the bulk of its [Istanbul] TRL25bn investment to be implemented in 2015–2017.*

Fitch Ratings Nov 6, 2015

# Step 5: Performance measurement through Ratio analysis

Criteria	Indicator (definition)	Objective	Comparative index (benchmark)	City Index			Graph with mention of the benchmark if possible
				2008	2009	2010	

## STOCK RATIO

### Credit worthiness

1	Operating Savings before interests / Current actual revenues	The LG has the capacity to borrow and to invest	> 0,3 (or 30 %)				Graph with mention of the benchmark if possible
2	Net Operating Surplus (after debt service including capital repayment) / Current actual revenues	The LG has the capacity to borrow more	> 0,2 (or 20 %)				Graph with mention of the benchmark if possible
3	Cash (end of the year) / current liabilities (divided by 365 days)	The LG ability to meet its short-term obligations	90 days				Graph with mention of the benchmark if possible

### Indebtedness

4	Debt outstanding / operating surplus (capacity to clear its debt)	The LG capacity to clear its debt with operating surplus	< 10 years				Graph with mention of the benchmark if possible
5	Debt service / Total current revenues	The annual debt burden is correct regarding current revenue	< 10 %				Graph with mention of the benchmark if possible

### Fiscal autonomy

6	Own tax receipts + unconditional grants / Current actual revenues	The LG has the ability to increase its revenue	> 80 %				Graph with mention of the benchmark if possible
7	Tax pressure (Tax receipts/Tax potential)		< 70 %				

### Capital investment effort

8	Capital investment expenditures / Current actual revenues	The LG favors development expenses	> 40 %				Graph with mention of the benchmark if possible
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## Stock ratios

- Credit worthiness
- Indebtedness
- Fiscal autonomy
- Capital investment effort
- Level of services
- etc.

**Flow ratio:** Margin ratio

**Comparison ratios:** based on revenues and expenditures items

**Benchmarks:** To base on country specificities (national database ?)

## Step 5. Ratio analysis (municipal finance dashboard)

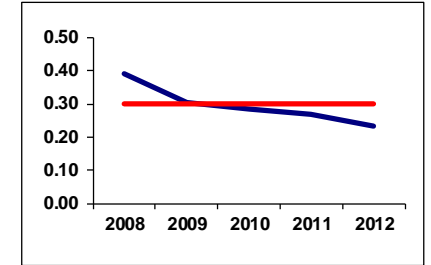
# Ratio Analysis

Criteria	Indicator (definition)	Objective	Comparative index	City Index					Graph with mention of the benchmark if possible
				2008	2009	2010	2011	2012	

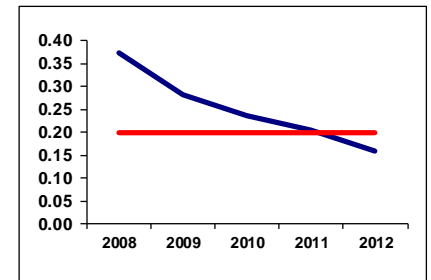
### STOCK RATIO

#### Credit worthiness

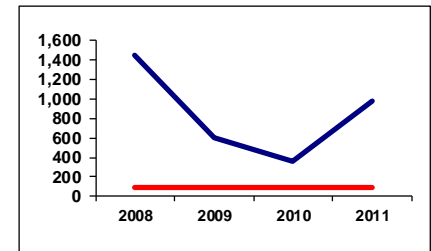
			2008	2009	2010	2011	2012
Operating Savings before interests / Current actual revenue	The LG has the capacity to borrow and to invest	> 0,3	0.39	0.30	0.28	0.27	0.23
			0.3	0.3	0.3	0.3	0.3



			2008	2009	2010	2011	2012
Net Operating Surplus (after debt service including capital repayment) / Current actual revenue	The LG has the capacity to borrow more	> 0,2	0.37	0.28	0.24	0.20	0.16
			0.2	0.2	0.2	0.2	0.2

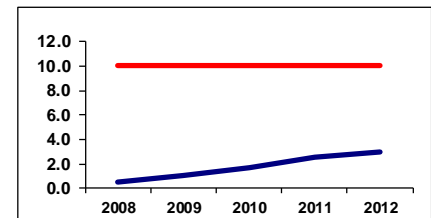


			2008	2009	2010	2011	2012
Cash (end of the year) / current liabilities (divided by 365 days)	The LG ability to meet its short-term obligations	90 days	1,453	604	365	977	198
			90	90	90	90	90



#### Indebtedness

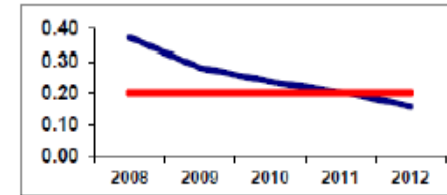
			2008	2009	2010	2011	2012
Debt outstanding / operating surplus (capacity to clear its debt)	The LG capacity to clear its debt with operating surplus	< 10 years	0.5	1.0	1.7	2.6	3.0





# Ratio analysis example

Indicator (definition)	Comparative index (benchmark)	City Index				
		2008	2009	2010	2011	2012
Net Operating Surplus (after debt service including capital repayment) / Current actual revenue > 0.2	> 0,2	0.37	0.28	0.24	0.20	0.16



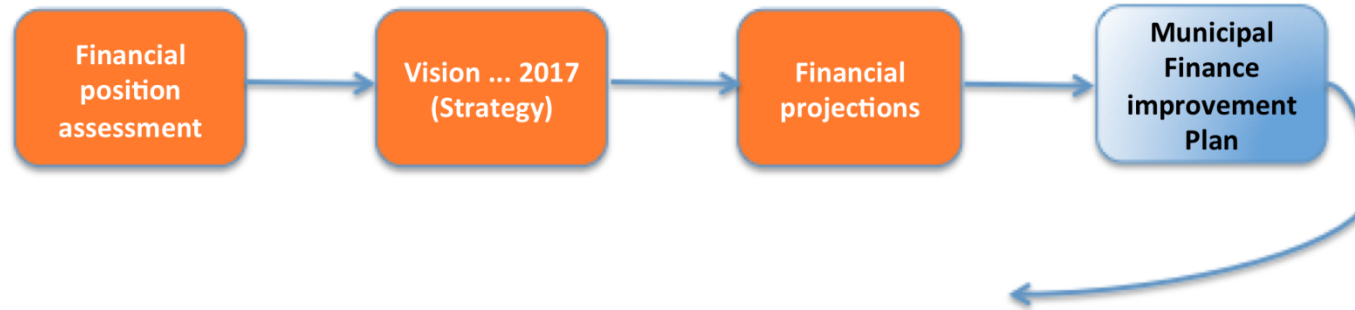
This is the nominal result of the government equivalent to its revenue minus expenses, including debt interest. It is the most comprehensive measure to check the financial health of the public sector, since the number represents the total borrowing of the public sector. When submitting a nominal deficit, the government will have to finance with the placement of government bonds or raising funds via credit operation.

The data presented, it appears that, relative to the benchmark adopted during the years 2008 to 2011 the index was positive, indicating that the government was able to finance, but starting 2012 turned negative in relation to benchmark, which shows risk of uncontrolled and even explosive debt growth.

As solution, it would be important to review the composition of the debt service, what it is possible (deadline, charges and reset mode); as well, review the expenditures (expenses).



# Step 8: Municipal Finance Improvement Plan



Action under the direct control of the Municipality	Action that need Central GOV intervention	Activity	Outcome	Timeline
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## IMPROVE FINANCIAL SITUATION

### - On the revenue side

- Grant regulation (index, criteria, etc.)
- Tax sharing regulation
- Local tax regulation & collection

	X
	X
X	

### - On the expenditure side

- Budgeting process
- Costs effectiveness
- ...

X
X
X

## IMPROVE FINANCIAL MANAGEMENT

### - Improve accountability and transparency

- Policy-based budgeting
- Control of budget execution
- Participatory budgeting

X	X
X	

### - improve capital investment financing

- Town planning
- Physical development
- Financial capacity

X	
X	
X	X

The objective is to translate lessons learnt from the different steps of the MFSA into a few actions to be implemented by the municipality to improve its financial situation and its financial management.

Actions that are not under full control of LGs can be mentioned if they are part of State reforms currently under discussion or if they are included in the current agenda of National Associations of Local Governments.

# MFSA Brochure

MKD  
MFSA  
2013

## GAZI BABA

BIN  
MFSA  
2013

## NOVO SARAJEVO

### 1. City Profile

Novo Sarajevo is one of the four municipalities of the City of the New Municipalities that form Canton Sarajevo. The Novo Sarajevo is a local community (local "opština").



Population: 141,934 (2011 census); Annual growth: -0.4%; Total area: 1007 km<sup>2</sup> (140 km<sup>2</sup> built); Density: 140/km<sup>2</sup> (1.4/km<sup>2</sup>).

Economy: Business entities: 5179 (excluding entrepreneurs); Labor force: 99,226 (87.0% of the population); Unemployed: 11% (registered 2012). Located close to the border with Hungary, the city holds a strategic position and is the most important administrative, industrial, trade, traffic and cultural center in the northern Balkan region and Lake Placid is the best recreational center in an even larger territory. Key economic sectors: agriculture, food production and processing, the electronics industry, the metal and chemical processing industry and the service sector. Tourism represents an enormous potential which has been confirmed in the tourism development strategy of the Republic of Serbia (RS).

Utilities management: The City of Subotica has created 11 public utility companies in waste management, heating, water supply & sewerage, street services, marketplaces, sanitation, public transport and road maintenance and eight public enterprises.

Strategic Project Investment Plan: The city adopted a three-year capital expenditure plan based on the Development Strategy, the Master Plan, the Spatial Plan, and a detailed equipment plan. A number of capital projects are open to different forms of partnerships and investments. These include industrial business parks, planned and built-in investments, solid waste management (regional facility), facilities for potable water processing, natural gas distribution, dental partnership and garages, and so forth.

Urban issues and challenges: Development of an integrated system of public transport including suburban settlements; Improving environmental facilities; Tourism development based on full utilization of the potential to be a cultural heritage site.

Exchange: 1 RSD = 0.00861 EUR / 1 EUR = 113.47 RSD (Dec 2012)  
Inflation Index: 2008: +6.8%; 2009: +6.6%; 2010: +10.3%; 2011: +1%; 2012: +12.2%

• 2012 actual budget of the City of Subotica is about EUR 44 million.  
• Current revenues and operating expenditures increased a lot (+7.5% annually during the period, which is due to the inflation rise).  
• Current expenditure was financed entirely from current revenues and the realized operating margin was between 0.4 and 0.9 billion RSD, which was used for debt repayment and capital investments.

• Actual expenditures on capital investments were lower than the resources available to fund them which were composed of net operating surplus (32% on average), capital reserves (26%), capital funds (10%), and withdrawn bank (32%).  
• Between 2008 and 2012 the City of Subotica produced significant budget surpluses that varied from RSD 386 to 507 million (11% of total revenue on average) despite the substantial reduction in current revenues from the Republic budget in three years of the recession.



RBB  
MFSA  
2013

## SUBOTICA

### 1. City Profile

Territorial organization: The city of Subotica is the second most populous city in the Autonomous Province of Vojvodina (after Novi Sad) and one of 23 Serbian cities with a metropolitan organization made up of an inner city and 18 suburban settlements (see Law on Territorial Organization of December 25, 2007).

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### 1. City Profile

Territorial organization: Number of the City of Gazi Baba as a special unit of Local Government (municipality) is 1. The Strategic system with the City of Gazi Baba. Population: 16,435; Annual growth: 0.1%; Density: 63/km<sup>2</sup> (due to the large city).



Local Steel Plant, Stjepan's brewery, race track, the airport, land and port, land in 101.

It (kindergarten), primary education, roads (some local roads in City of Gazi Baba), land for the City of Gazi Baba, water.

It (Public Enterprise Water & Electricity: BVI (Private Co. - Water and Energy Sector) BVI for the.

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# Urban Audit

## Objectives

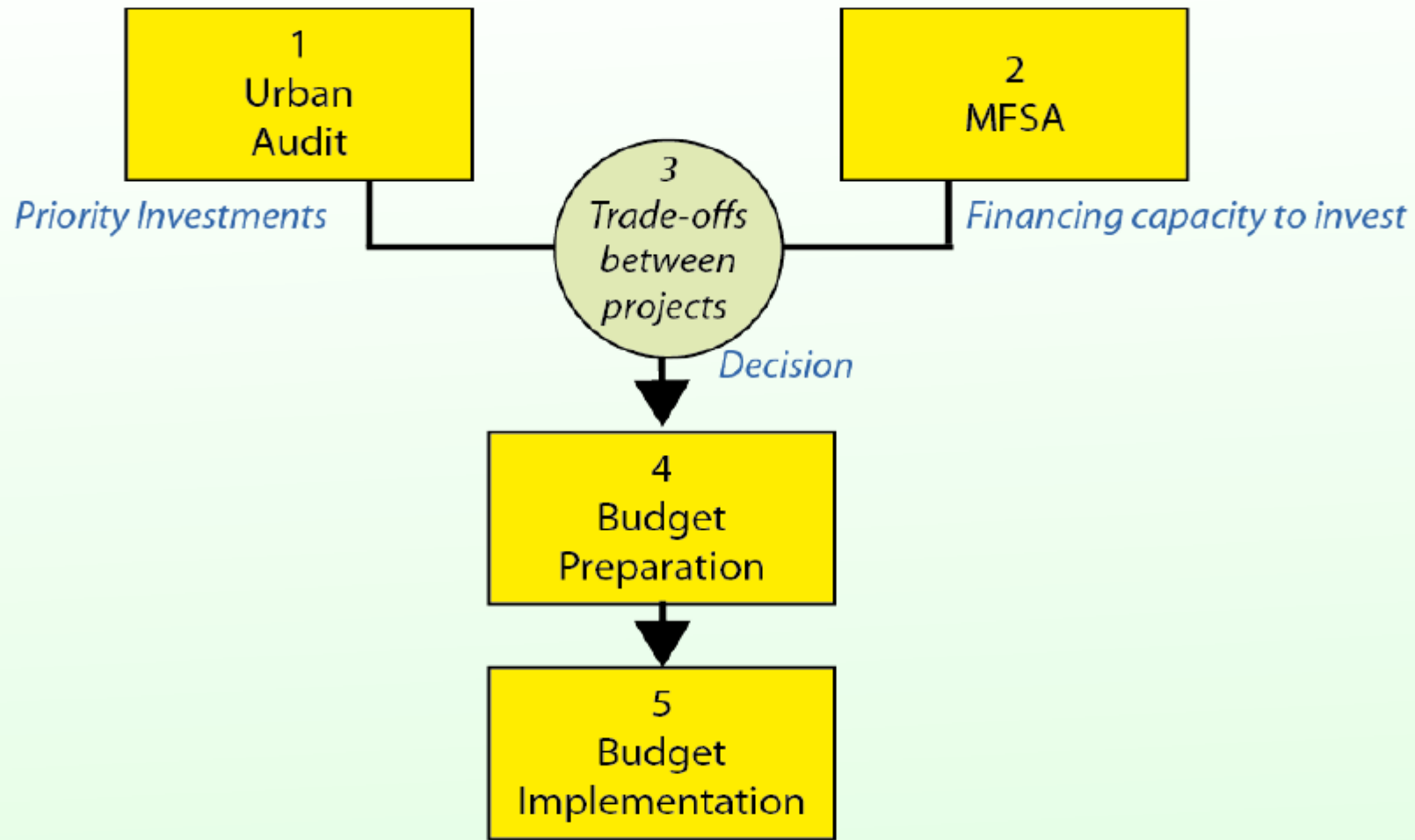
- To identify key investment needs in a rational and consultative way
  - To select priority investments depending on available resources (MFSA)
- 

## UA Preparation

- The UA is typically conducted in parallel and in concertation with a MFSA and enables the Municipality to match its investments needs with its capacity to finance and maintain its existing and projected infrastructure and services.
- The UA is produced **by the municipal services**, (possibly with the support of a consultant). It is prepared for a period of 5 years and is annually updated.
- The UA is **based on the available data**, that municipal services can collect and preserve. (Its implementation can not wait for the completion of a database or GIS.)

# Integration of MFSA and UA

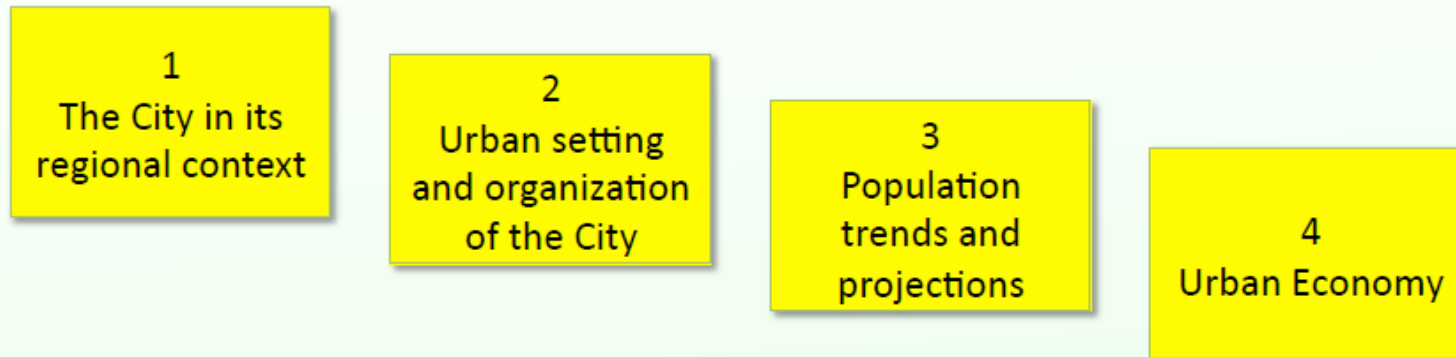
## General framework





# Urban Audit Framework

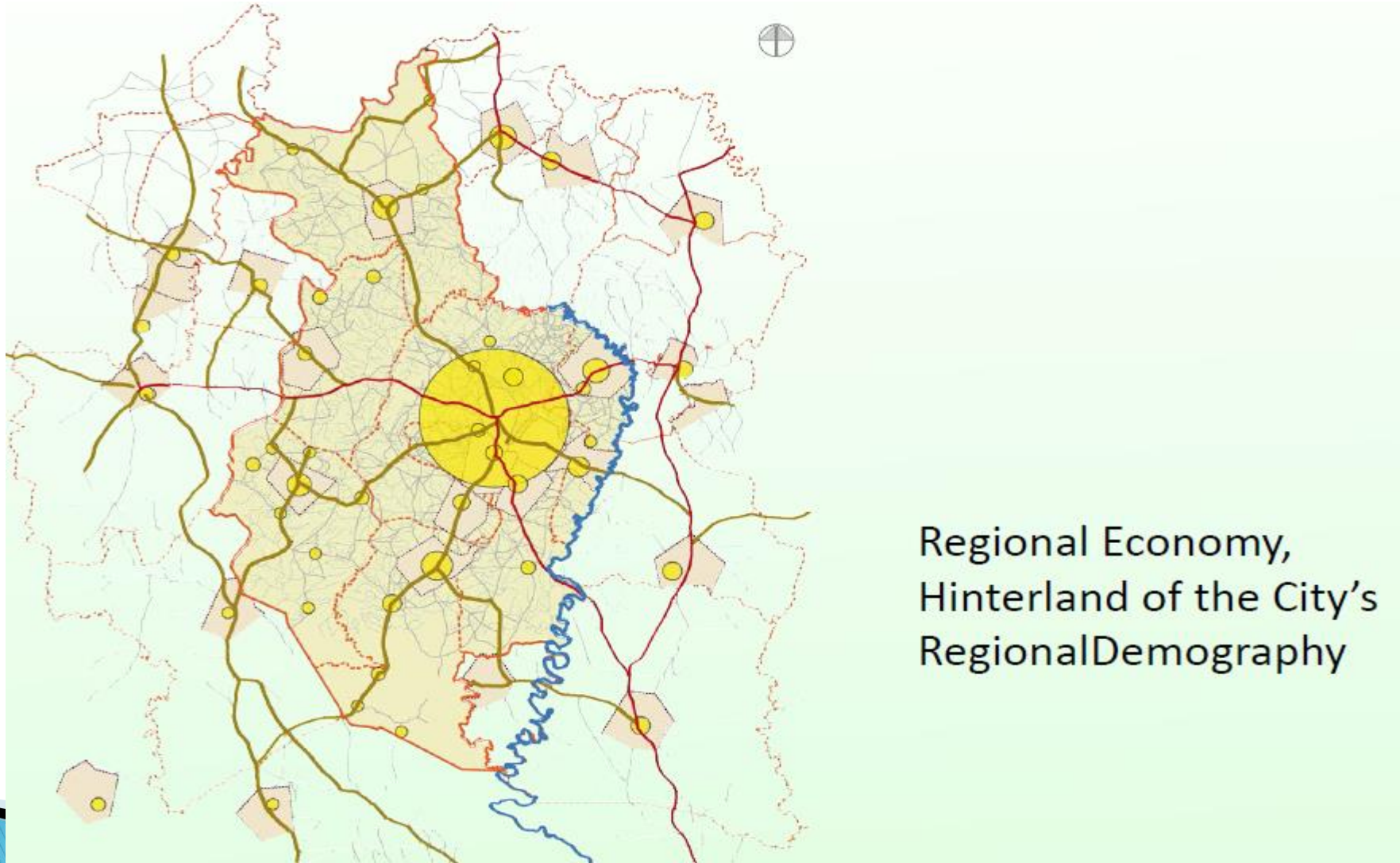
## I. Overview of the situation



## II. Diagnosis of urban services and projects identification



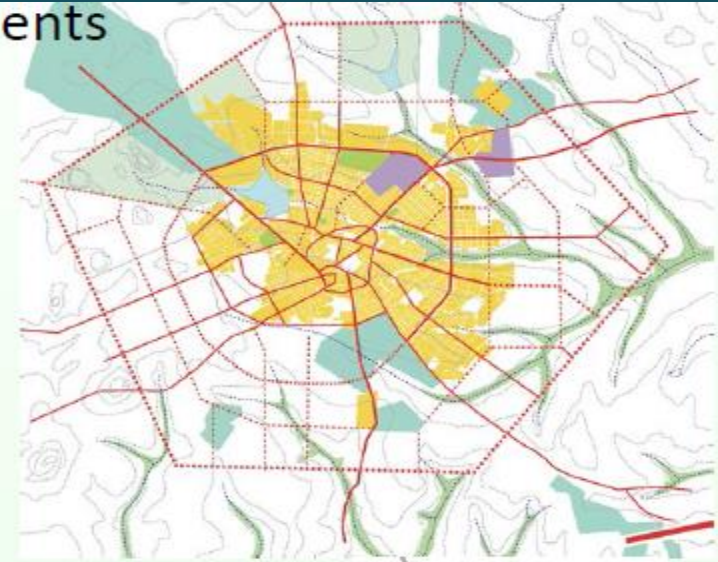
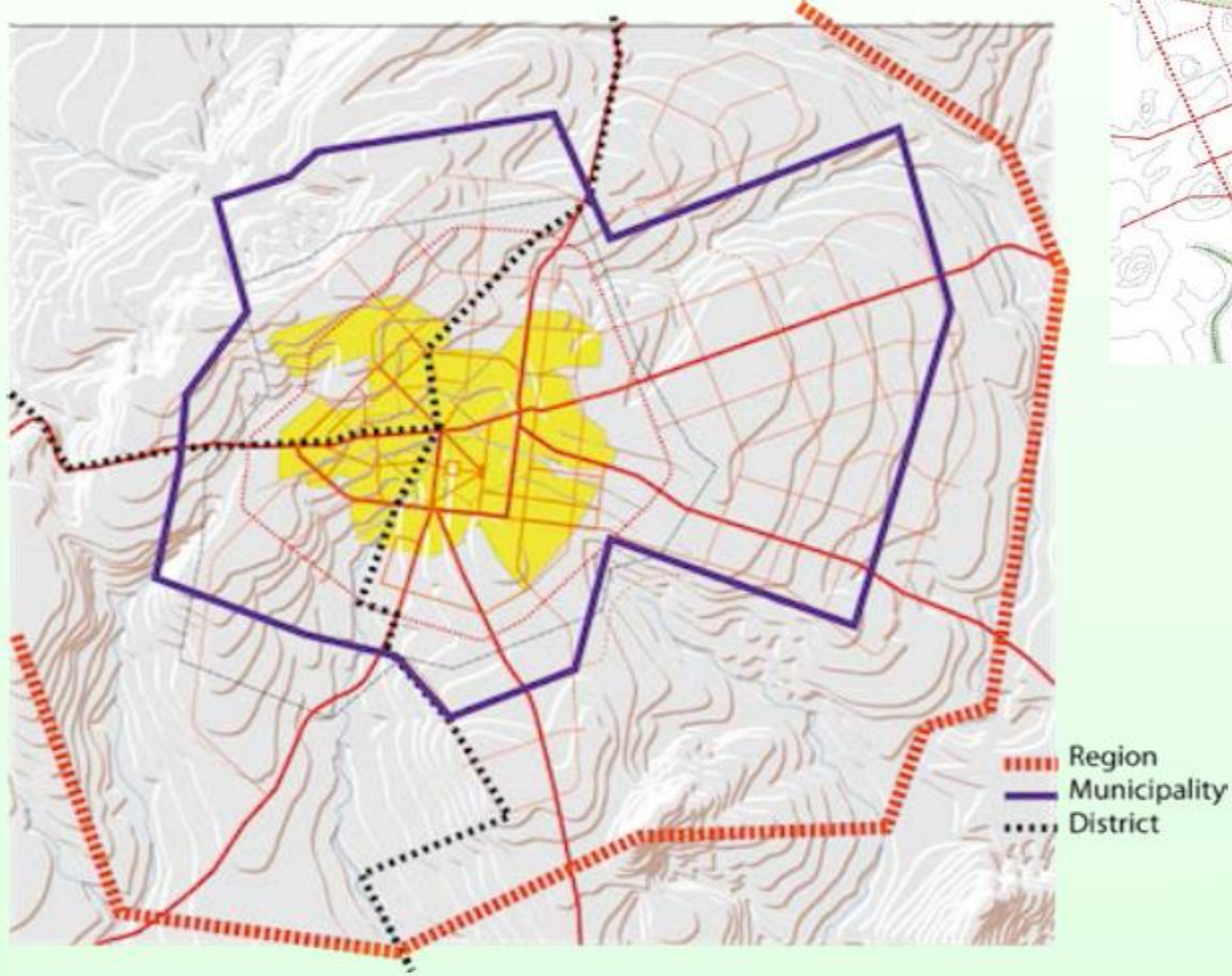
# Urban Audit – Regional context





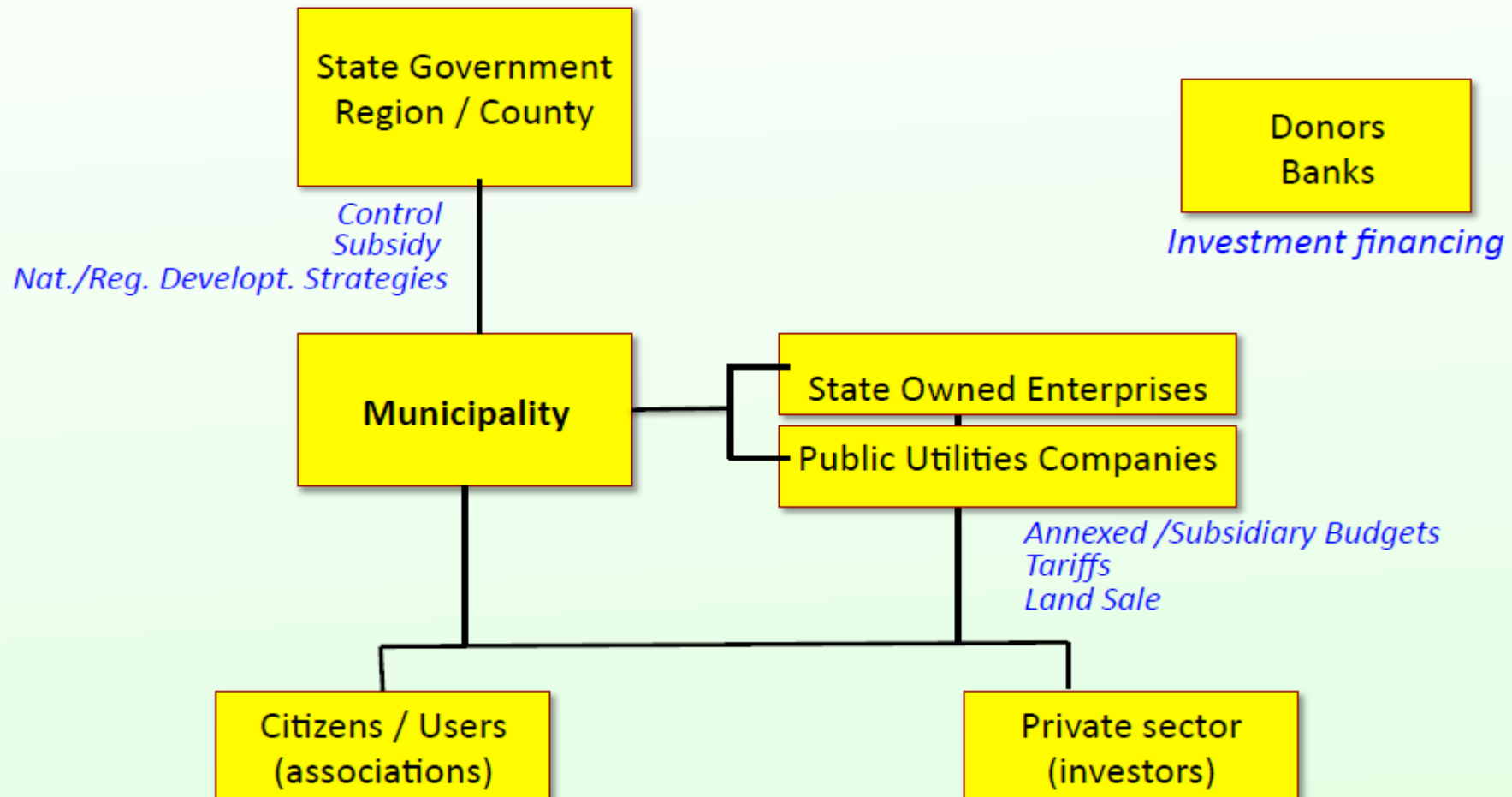
# Urban Audit – Urban setting and Organization of the City

- Master Plan and other planning documents
- Site constraints
- Administrative Boundaries



# Urban Audit – Urban setting and Organization of the City

## Stakeholders involved in urban & municipal management



# Urban Audit – Urban setting and Organization of the City

## Who is responsible and accountable for what ?

Sectors	Items	OWNERS							
		Municipality		State Gvt		PUC / SOE		Private	
		New Work	Maintenance	New Work	Maintenance	New Work	Maintenance	New Work	Maintenance
1 <b>Infrastructure</b>	Roads Highways			o	o				
	Secondary Roads	x	x						
	Drainage	x	x						
	Solid Waste	x	x	o	o				
	Street Lighting	x	x						
2 <b>Public Utilities</b>	Electricity					x	x		
	Water Supply					x	x		
	Waste Water					x	x		
	Urban Transport	x	x			x	x		
	Public Heating					x	x		
	Others								
3 <b>Amenities</b>	Education	x	x	o	o				
	Health	x	x	o	o				
	Social	x	x	o	o				
	Culture	x	x	o	o				
	Green Spaces	x	x	o	o				
4 <b>Land Development</b>	Housing	x	x	o	o			v	v
	Industrial	x	x	o	o			v	v
	Urban Renewal	x	x	o	o			v	v

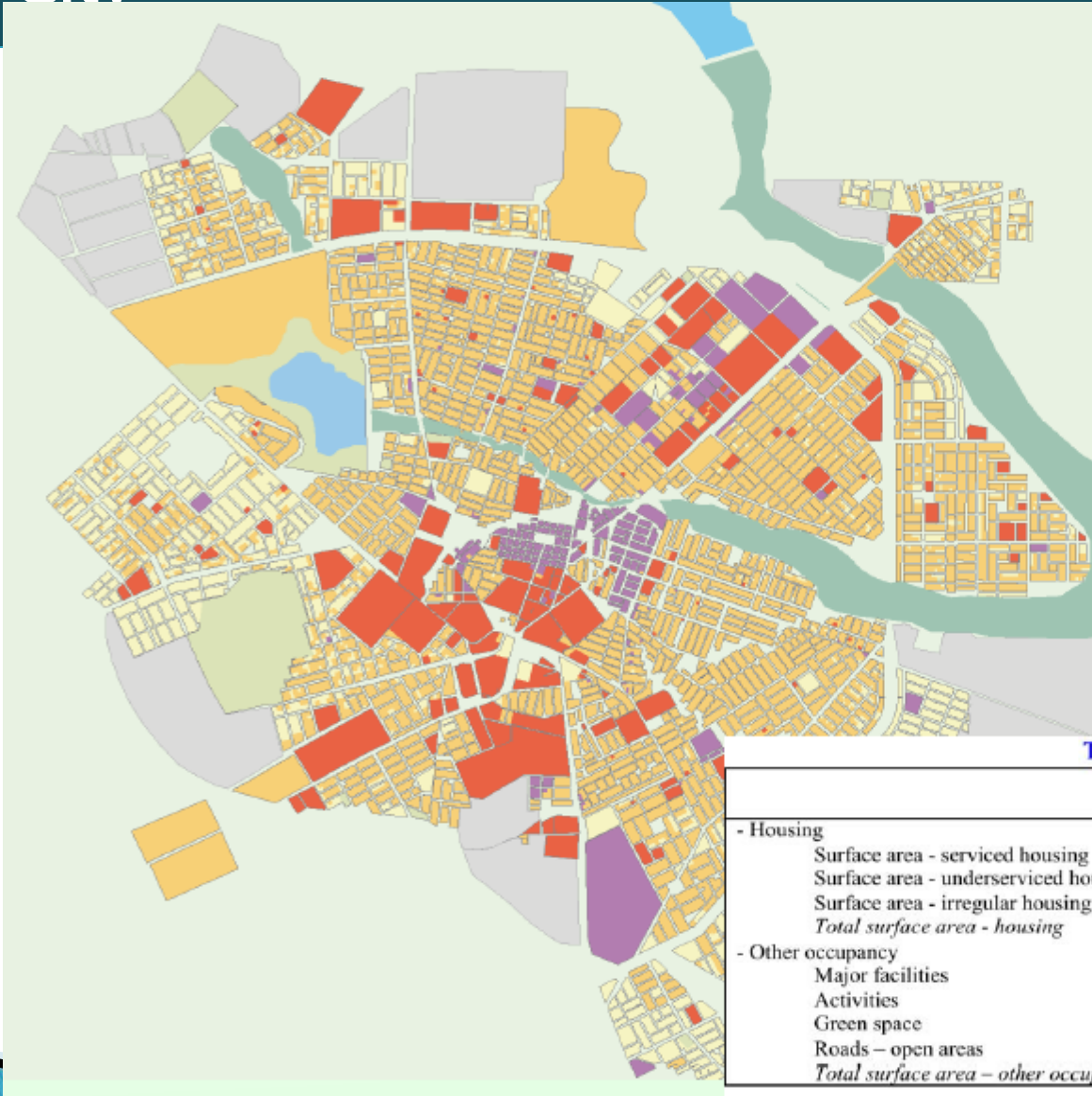
Infra or Public Utilities : Municipal Level X

Regional Level O

Both V



# Urban Audit – Urban setting and Organization of the City



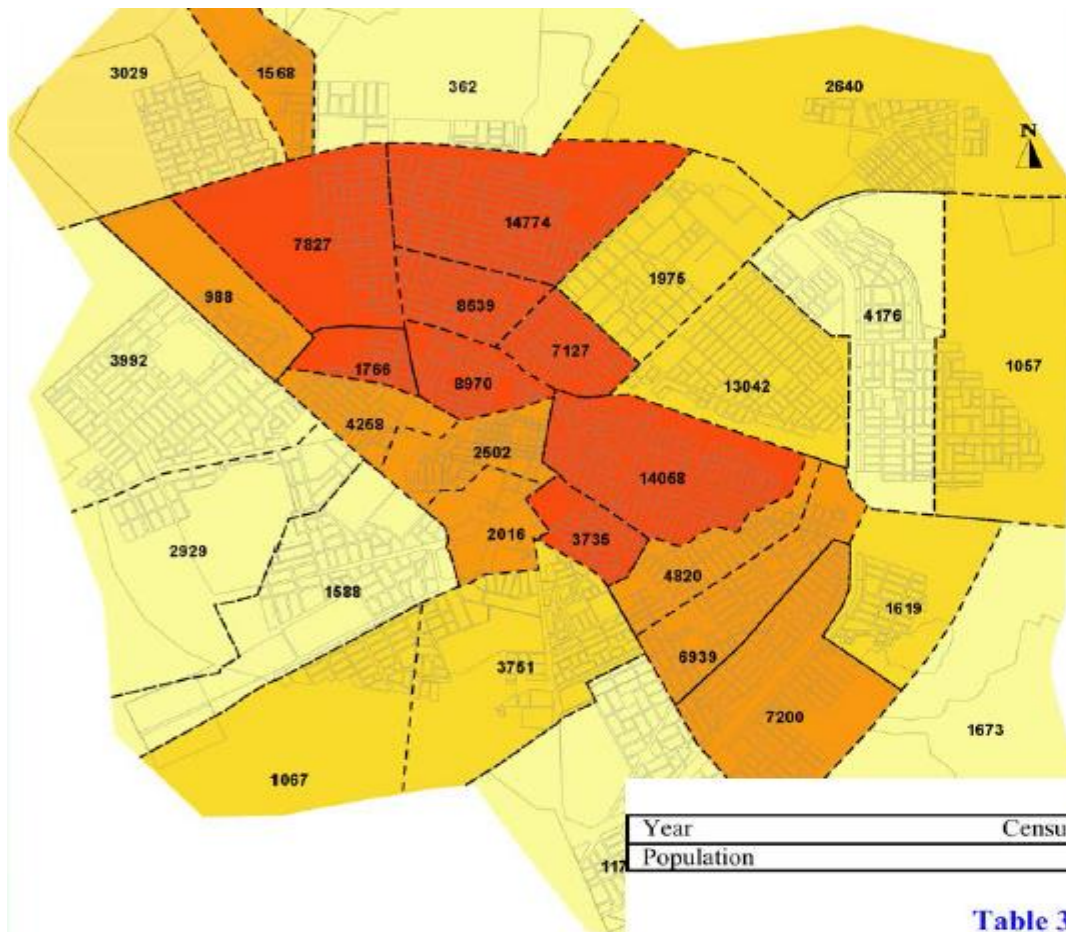
Land Use Map

Table 1 – Land occupancy

		Neighborhood			Total
		1	2	3	
- Housing					
	Surface area - serviced housing				hectares
	Surface area - underserved housing				hectares
	Surface area - irregular housing				hectares
	<i>Total surface area - housing</i>				hectares
- Other occupancy					
	Major facilities				hectares
	Activities				hectares
	Green space				hectares
	Roads – open areas				hectares
	<i>Total surface area – other occupancy</i>				hectares



# Urban Audit – Population trends and projections



## Population and densities

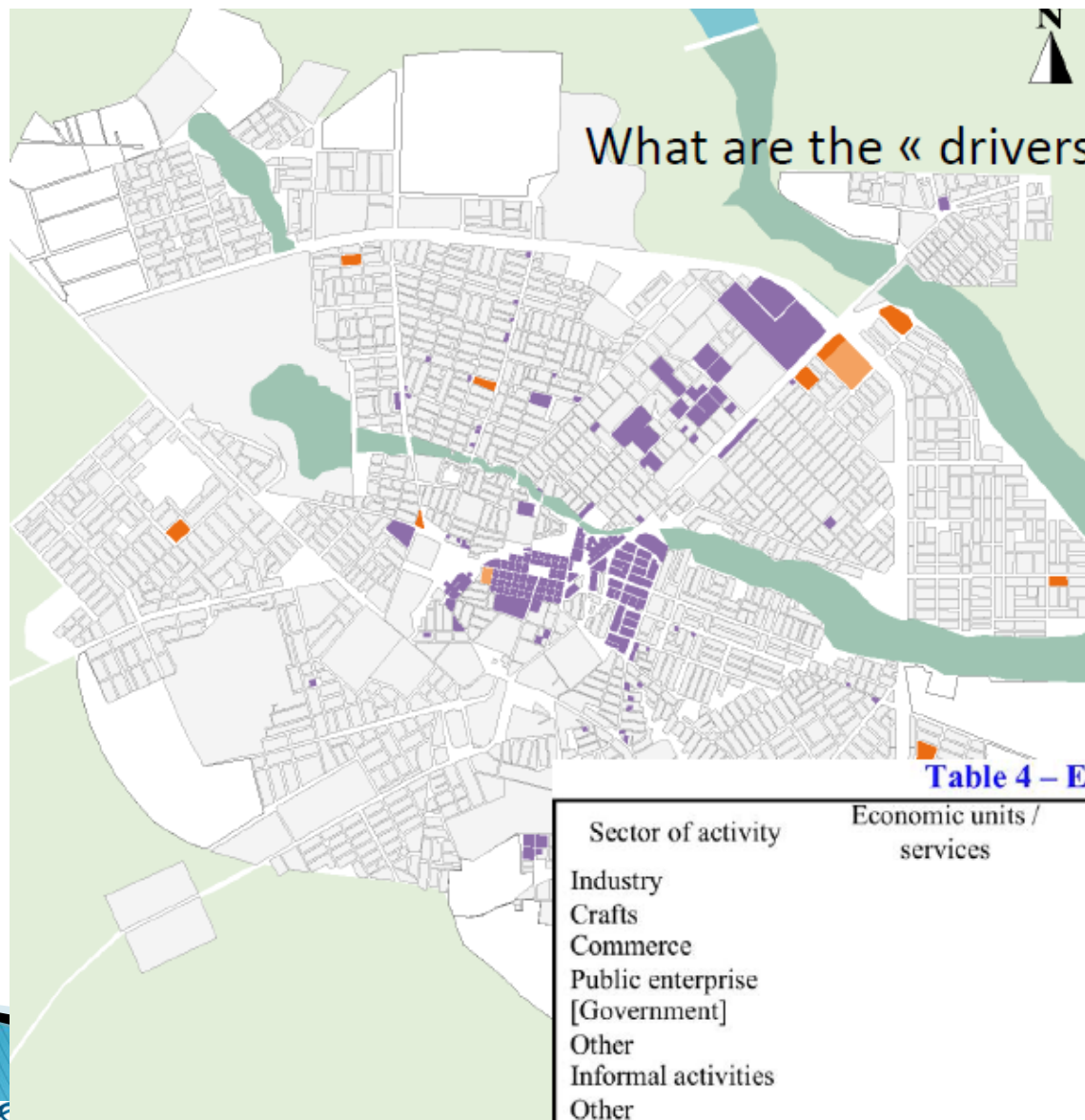
**Table 2 – Population**

Year	Census 1	Census 2	N	N+5	N+10	N+15
Population						

**Table 3 – Population by neighborhood**

	Neighborhood			Total
	1	2	3	
Population in serviced housing				
Population in underserved housing				
Population in irregular housing				
Total population				

# Urban Audit – Urban Economy



What are the « drivers of the local economy?

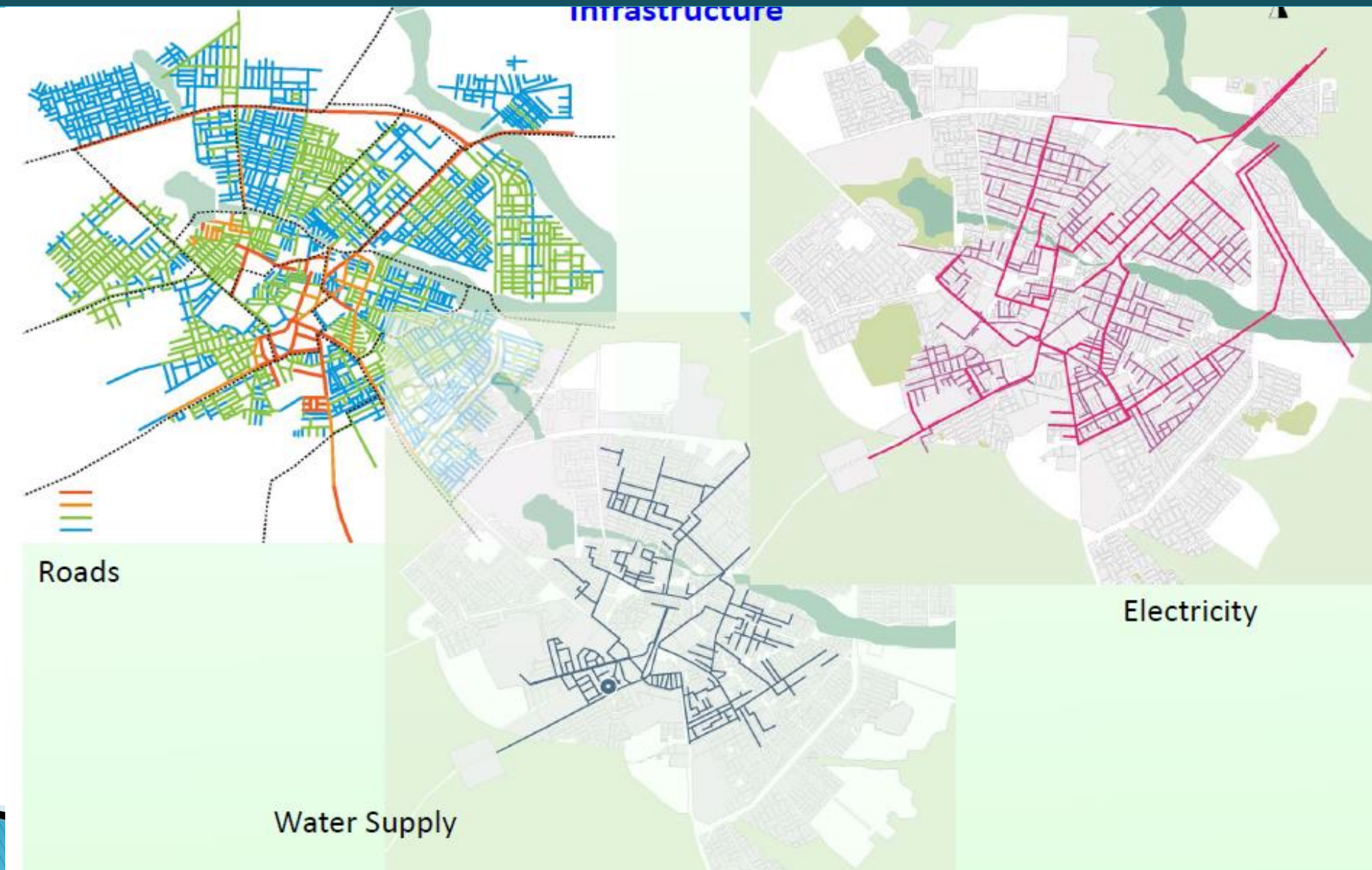
Activities and jobs

**Table 4 – Economic activities and jobs**

Sector of activity	Economic units / services	Type of activity	Number of jobs	Location
Industry				
Crafts				
Commerce				
Public enterprise [Government]				
Other				
Informal activities				
Other				



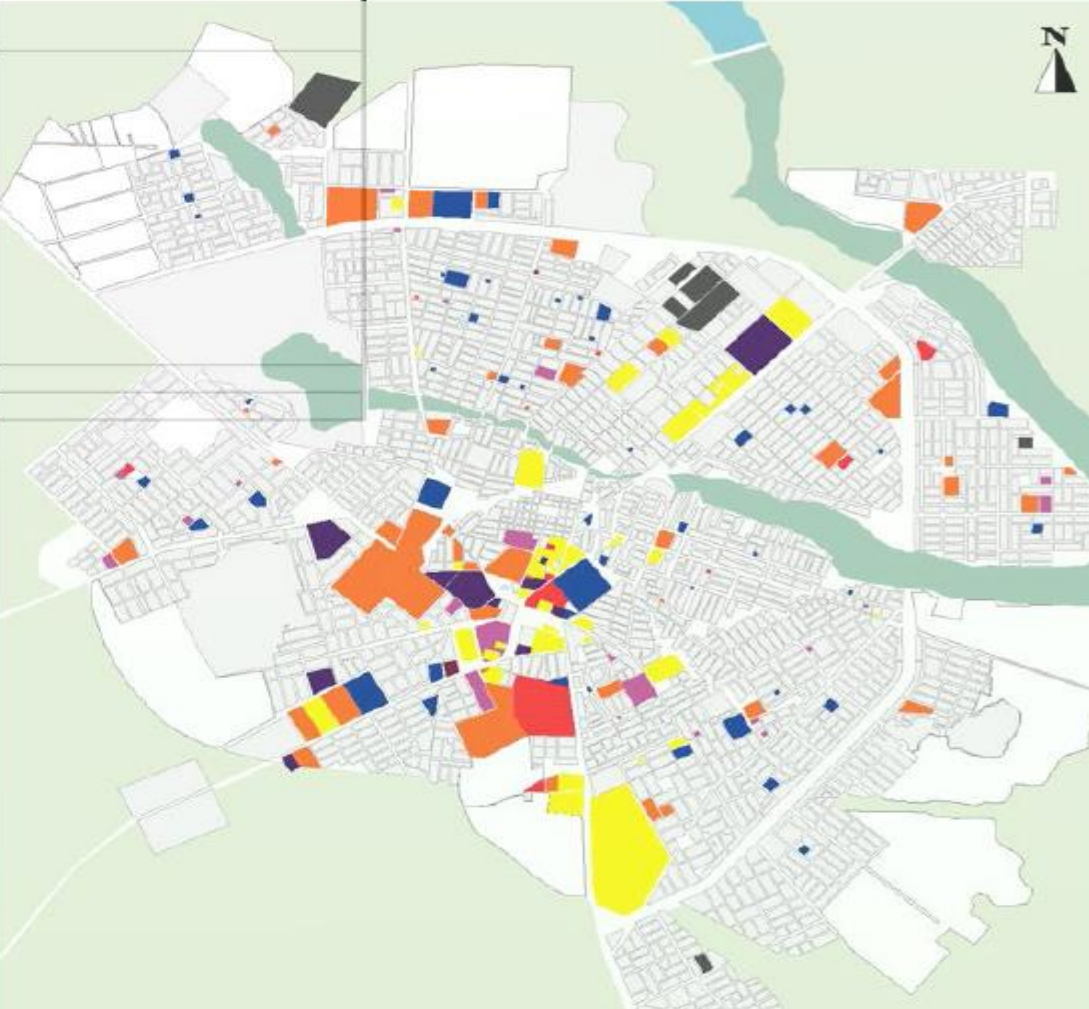
# Urban Audit – Urban Services (Infrastructure)



# Urban Audit

Table 7 – Municipal Assets

<i>Items</i>	<i>Service</i>	<i>Location</i>	<i>Dimensions</i>	<i>Date purchased / built</i>	<i>Condition</i>	<i>Value</i>
<i>Developed land</i>						
<i>Undeveloped land</i>						
...						
<i>Infrastructure</i>						
<i>Roads</i>						
<i>Drainage</i>						
<i>Solid Waste</i>						
...						
<i>Amenities</i>						
<i>Health</i>						
<i>Education</i>						
<i>Social</i>						
<i>Culture Sports</i>						
...						
<i>Rolling stock</i>						
<i>Total</i>						





# Urban Audit – Urban Services (ISPI tables)

INDICATEURS		Unité	Ens emb	Quartiers														
Densité et Habitat				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1	Habitat à équipement progressif	% superficie	97%	93%	100%	100%	100%	94%	100%	100%	100%	100%	92%	100%	100%	100%	100%	
2	Habitat précaire	% superficie	3%	7%	0%	0%	6%	0%	0%	0%	0%	0%	8%	0%	0%	0%	0%	
3	Densité hab. aménagé	Hab / ha	696	892	892	892	892	892	892	892	892	892	892	892	892	892	892	
4	Densité Hab. à équipement progressif	Hab / ha	179	576	798	215	370	385	138	288	113	81	735	131	313	88	28	138
5	Densité Habitat précaire	Hab / ha	277	277	277	277	277	277	277	277	277	277	277	277	277	277	277	277
6	Densité Habitat	Hab / ha	184	684	788	215	370	287	138	388	113	81	735	330	213	88	28	138
7	Densité brute	Hab / ha	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33

Voies		Unité	Ens emb	Quartiers															
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
9	Voie revêtue - bon état	m <sup>2</sup> /hab	2,04	1,12	3,35	0,10	0,19	0,19	2,33	0,00	3,33	0,00	0,00	0,00	1,10	0,37			
10	Voie revêtue - mauvais état	%	12%	33%	32%	2%	15%	16%	28%	5%	9%	4%	17%	2%	45%	12%			
11	Voie revêtue - mauvais état	m <sup>2</sup> /ha	0	40	4	1	22	9	10	0	3	2	25	3	84	65%			
12	Voie pavée	m <sup>2</sup> /ha	57	123	38	68	143	58	61	133	85	21	81	192	135	4	25		
13	Voie éclairée	%	29%	53%	85%	32%	15%	9%	2%	8%	48%	20%	61%	10%	4%	2%			
14	Voie adressée	%	29%	53%	85%	32%	15%	9%	2%	8%	48%	20%	61%	10%	4%	2%			
15	Station bus / Taxi	U / 1000 hab																	

From indicators to scoring

Eau / Electricité		Unité	Ens emb	Quart															
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
16	Bornes fontaines	U / 1000 hab	0,02	0,00					0,04										
17	Canalis. Eau potable / population	%	1,54	1,03	0,58		0,54		0,15	1									
18	Population branchée électrique	%																	
19	Réseau distribution EP	m <sup>2</sup> /hab	1,50	1,30	1,30		0,00		0,07	30									

Assainissement / Environnement		Unité	Ens emb	Quart															
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
21	Caniveau EP	m / hab	0,85	0,21				0,00		0,08	0								
22	Latrines publiques	U / 1000 hab																	
23	Canalisations eaux usées	m <sup>2</sup> /hab																	
24	Surface Habitat mal drainée	% superficie																	
25	Points de collecte ordures	U / 1000 hab	0,34	0,20	1,22	0,54	0,19	0,34	0,54	0,30	0								
26	Décharges sauvages	U / 1000 hab	0,05					0,81											
27	Espaces verts	m <sup>2</sup> /hab	0,0					0,3		0,11	0,3								

Équipements		Unité	Ens emb	Quart															
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
28	Établissement préscolaire	U / 1000 hab																	
29	Classes préscolaires	U / 1000 hab																	
30	Classes Ec. primaire	U / 1000 hab	1,03	1,30	2,56	2,61	3,30	1,70	3,88	3,75									
31	Centre sanitaire	U / 1000 hab	0,84	0,74		1,22													
32	Postes de santé	U / 1000 hab																	
33	Lits d'hôpital-maternité	U / 1000 hab																	
34	Pharmacie / Vente de médic.	U / 1000 hab	2,83				0,85												
35	Antenne administrative	U / 1000 hab	1,34	4,31	0,77				0,40	0,00									
36	Agence postale	U / 1000 hab	1,01	0,20															
37	Poste sécurité	U / 1000 hab	1,01	0,38	0,38														
38	Terrains de sport	U / 1000 hab	0,02			0,11													
39	Marchés	U / 1000 hab	0,83			0,11		0,04	0,54										

SCORES QUANTITATIFS		Unité	Coeff	Quartiers															
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	
1	Densité & habitat	% superficie	1	3	2	2	2	2	2	2	2	2	2	2	3	2	2	2	2
	Habitat à équipement progressif		1,5	6	6	6	6	6	0	6	6	6	6	6	6	6	6	6	6
2	Habitat précaire	%	1,5	6	6	6	6	0	6	6	6	6	6	6	6	6	6	6	6
3	Voie revêtue	m <sup>2</sup> /hab	2	8	6	2	2	2	8	2									
	Voie revêtue bon état		1,5	3	1,5		1,5	4,5		1,5									
4	Voie éclairée	%	1	4	4	4	1	1	1	1									
	Voie adressée		0,5																
5	Station bus / Taxi	m <sup>2</sup> /1000 hab	1																
8	Bornes fontaines	U / 1000 hab	2	8					8										
	Canalisations eau potable		1	4	2		1			1	4		8	8					
9	Pop. branchée eau	%	2,5																
	Pop. branchée électrique		1,5																
12	Caniveau EP	m / hab	2	8					2	6	8								
	Latrines publiques		1																
13	Canalisations eaux usées	m <sup>2</sup> /hab	0,5																
	Surface Habitat mal drainée		1	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
16	Pts de collecte ordures	U / 1000 hab	2	2	8	8	2	2	2	2									
	Décharges sauvages		1,5					6											
17	Espaces verts	m <sup>2</sup> /hab	1				4		1	1									
19	Classes préscolaire	U / 1000 hab	1																
	Classes Ec. primaire		1,5	6	4,5	4,5	4,5	3	6	1,5				6	1,5	1,5	1,5	6	4,5
20	Centre sanitaire	U / 1000 hab	1	4		4								1	1				4
	Postes de santé		1																
21	Lits d'hôpital-maternité	U / 1000 hab	1																
	Pharmacie / vente médic.		1					4											
24	Antenne administrative	U / 1000 hab	0,5	2	2				2	1				2		3	4		4
	Agence postale		0,5	2	2												0,5	0,5	
26	Poste sécurité	U / 1000 hab	0,5	2	2														2
	Terrains de sport		1																
28	Marchés	U / 1000 hab	1																4
<b>Scores totaux</b>				<b>66,0</b>	<b>42,0</b>	<b>42,5</b>	<b>32,0</b>	<b>17,5</b>	<b>44,0</b>	<b>30,0</b>	<b>30,0</b>	<b>46,0</b>	<b>46,5</b>	<b>40,5</b>	<b>27,0</b>	<b>18,0</b>	<b>32,5</b>	<b>69,5</b>	

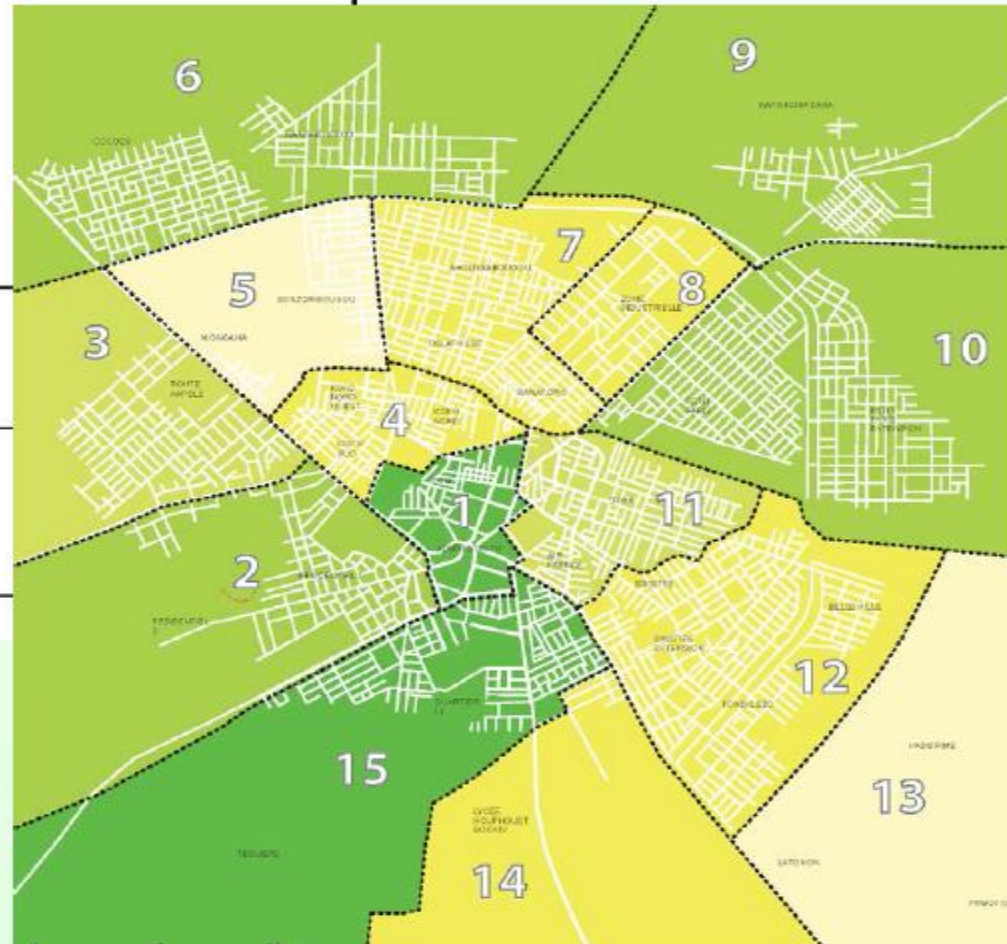
Integrated Systems Processes and Infrastructure

# Urban Audit – Urban Services (ISPI as database)

## Urban services and level of neighborhood access

**Table 6 – Infrastructure and Services Programming Inventory (IPIE)**

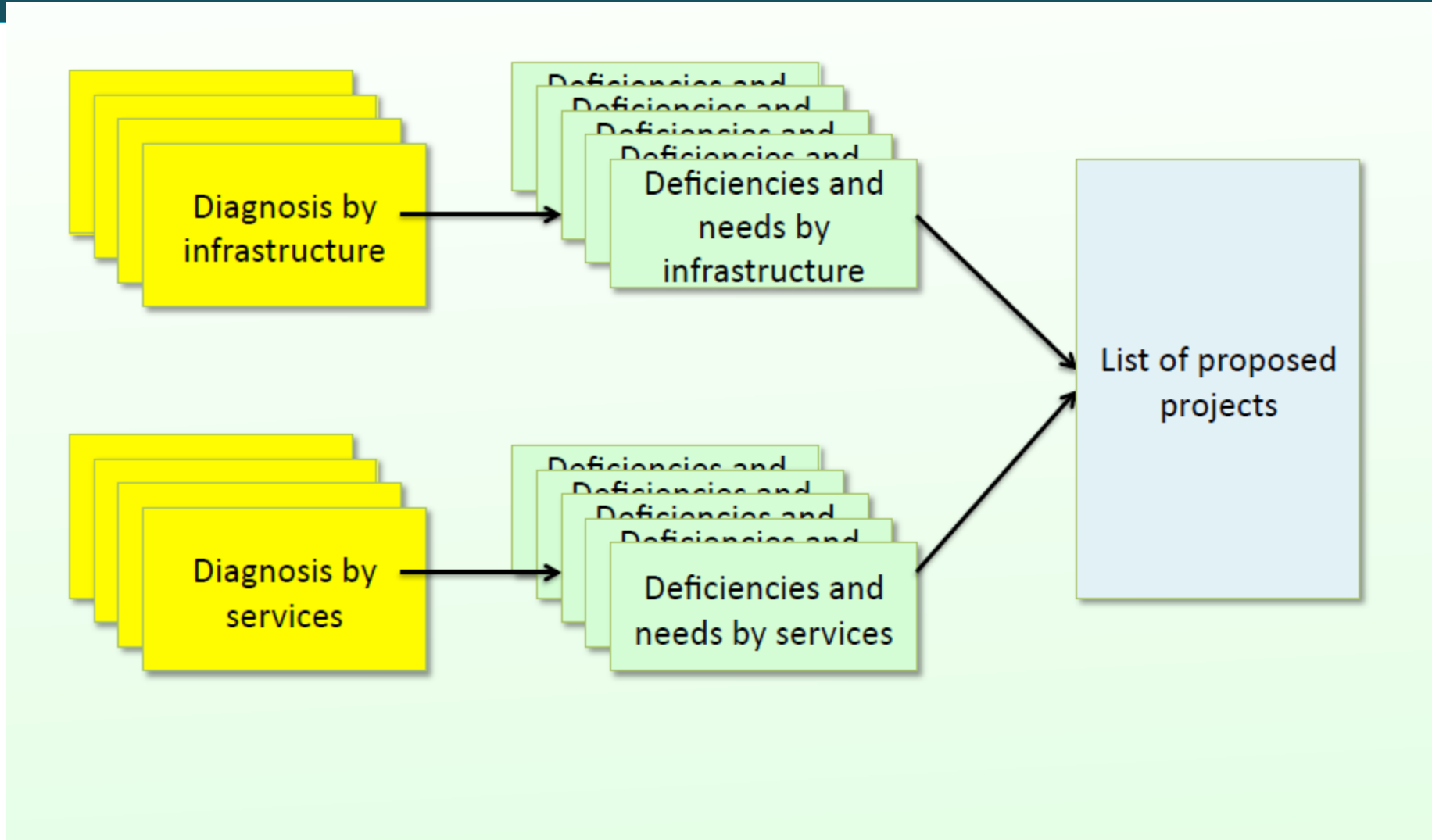
<b>1. Inventory</b>	<i>Neighborhood</i>			<b>Total</b>
	<i>1</i>	<i>2</i>	<i>3</i>	
<i>Population</i>				
<i>Land occupancy</i>				
<i>Access to infrastructure</i>				
<i>Roads</i>				
<i>Water and electricity</i>				
<i>Environmental sanitation</i>				
<i>Access to superstructure facilities</i>				
<i>Education</i>				
<i>Health care</i>				
<i>Commercial facilities</i>				
<i>Sports and youth activities</i>				
<i>Culture and recreation</i>				
<i>[Government]</i>				
<b>2. Indicators</b>				
<i>Density and housing</i>				
<i>Roads</i>				
<i>Environmental sanitation</i>				
<i>Facilities</i>				
<b>3. Scores</b>				
<i>Density and housing</i>				
<i>Roads</i>				
<i>Environmental sanitation</i>				
<i>Facilities</i>				
<i>Final score</i>				



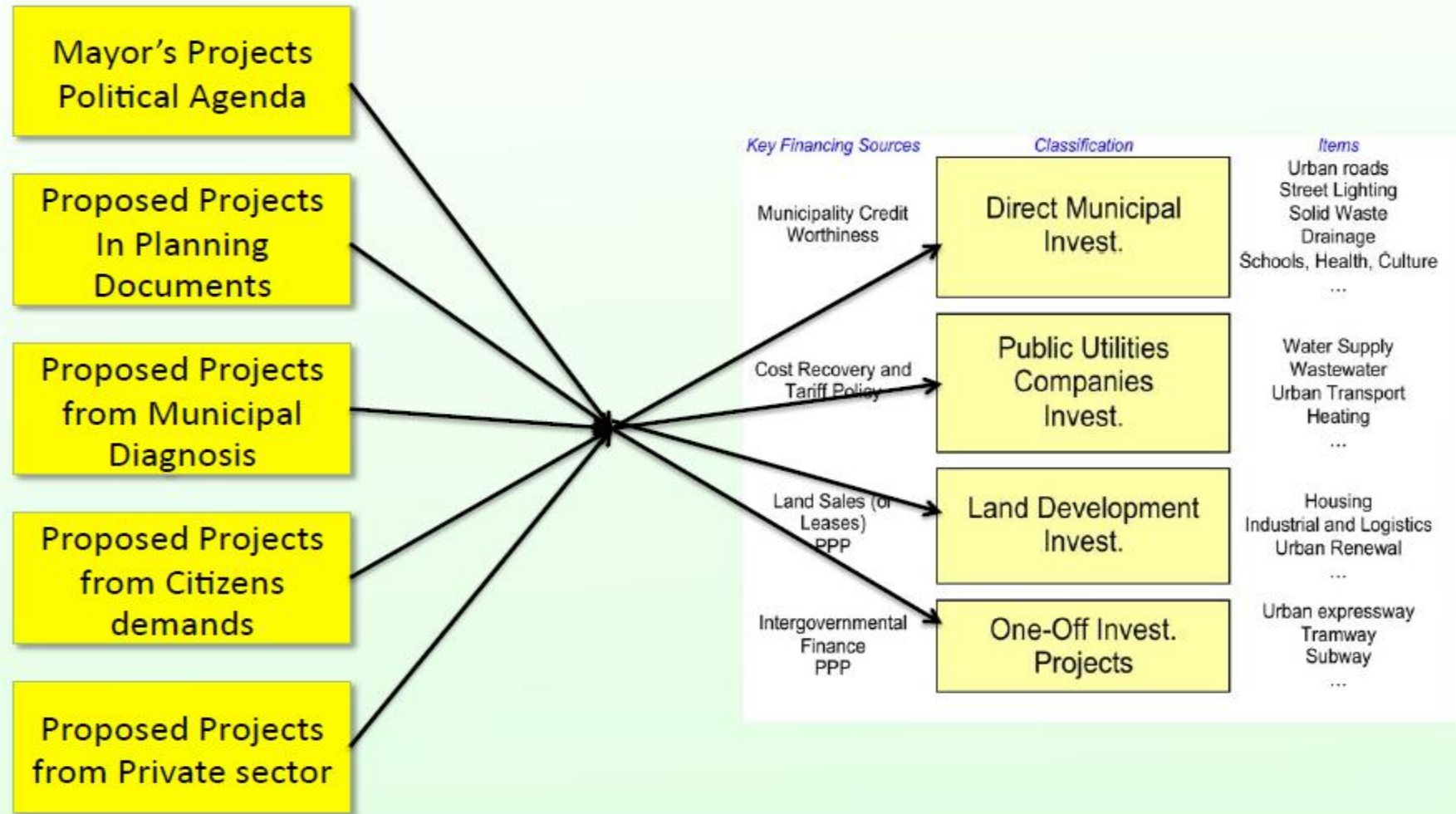
ISPI results Map



# Urban Audit – Deficiencies and Needs

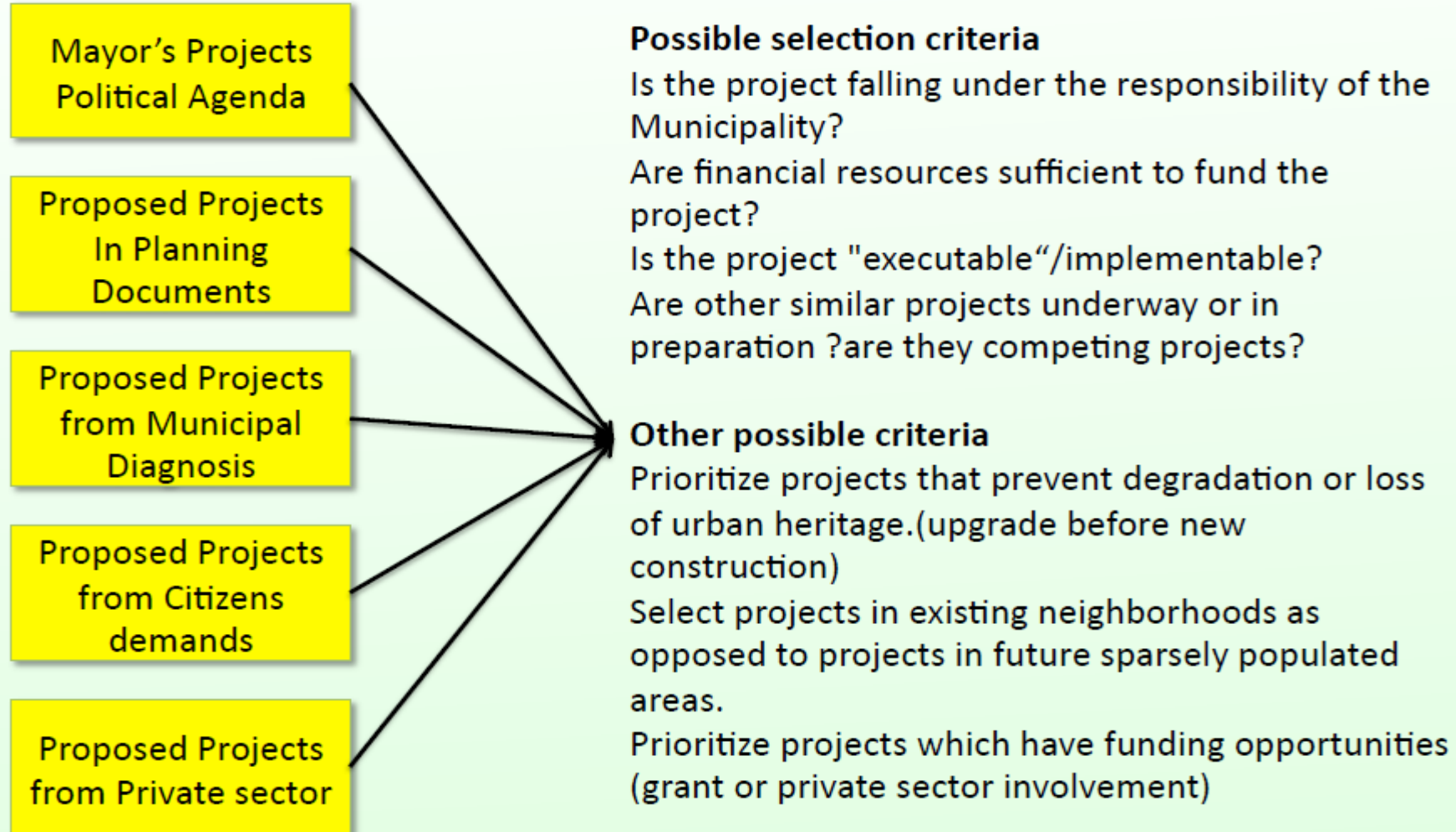


# Urban Audit – Proposed projects presentation



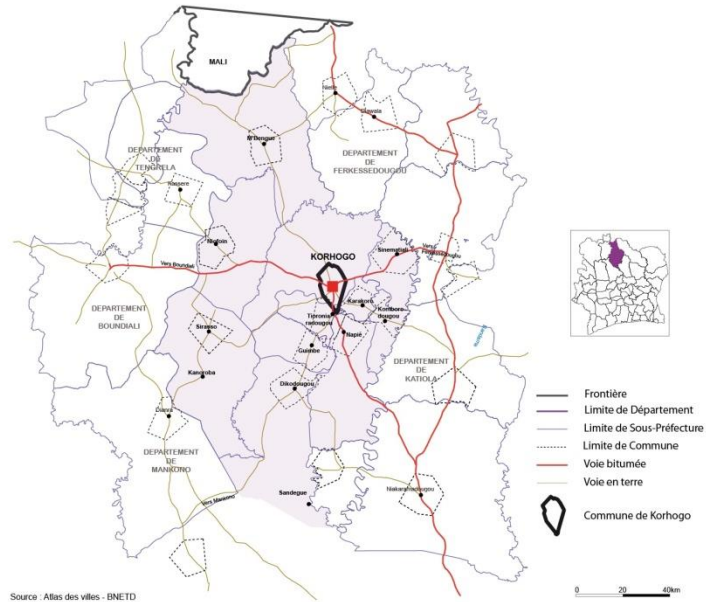
# Urban Audit – Criteria selection and validation

## What criteria for investments prioritization

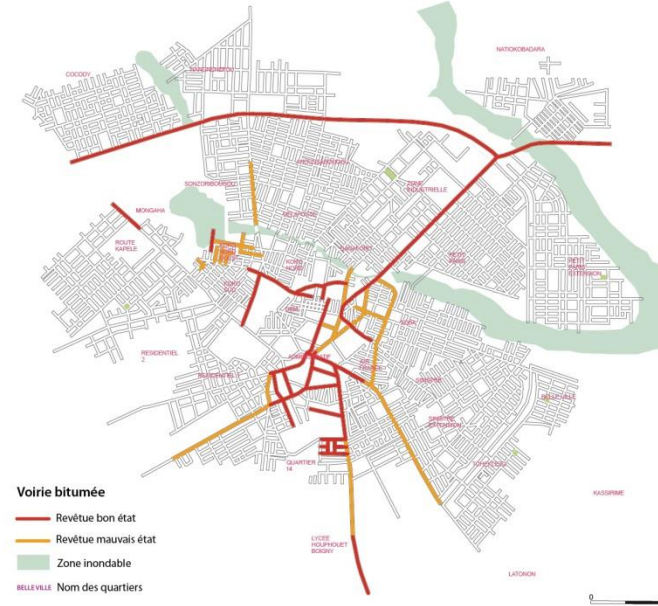




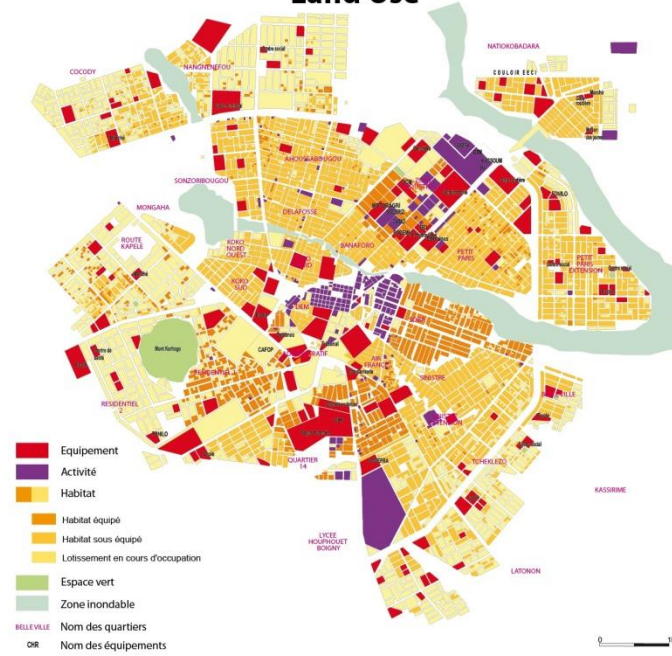
## Regional Context



## Surfaced roads diagnosis



## Land Use



## Unsurfaced roads diagnosis

