



THE SINDES PROGRAM

ICMA-Latinoamerica

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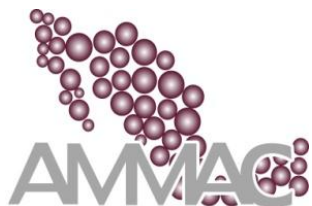
Leaders at the Core of Better Communities

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A WISH FOR MEASUREMENT

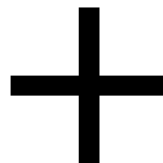
- End 2000: municipalities expressed a necessity to generate standards to compare their performance
- Municipalities become in the first institutional actor interested in this topic and analyze it seriously and openly
- SOME QUESTIONS AMONG MUNICIPALITIES:
 - With who can I compare my performance?
 - Who is the leader?
 - Who is the best in what?
 - How do we know if we are doing well and getting the right way?
 - How do we know if we reached a good level of performance?
 - Are our decisions the right ones and what kind of information do I Use?

THIS RESTLESSNESS RESULT IN:



Mexican Association of Municipalities

AMMAC; with the task to explore how to attend this necessity and who could be the best partner



Leaders at the Core of Better Communities
Sección Latinoamérica



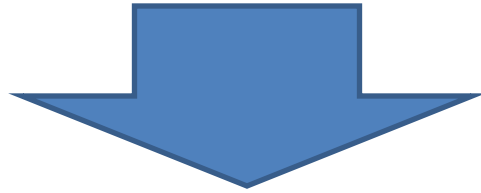
RESULTS NETWORKS
Center for Performance Measurement



1. CPM established 1994
2. More than 200 US and Canadian cities participating

AMMAC-ICMA BRING TOGETHER...

- A group of specialists and experts in local government management
- Summer 2001; begins first workshops...
- BIG QUESTION; What to measure?



A reference: responsibilities for the municipal governments expressed at the National Constitution (art. 115)

This efforts developed...

SINDES

(Performance Measurement System)



- Released in 2002
- Management tool to measure and evaluate municipal performance through 50 indicators
- Help for decision makings
- Conduct to increase efficiency and effectiveness for a better public services operations
- **Transparency and accountability**

MAINLY

TO HELP MUNICIPALITIES TO SET UP
ITS OWN INDICATORS SYSTEM

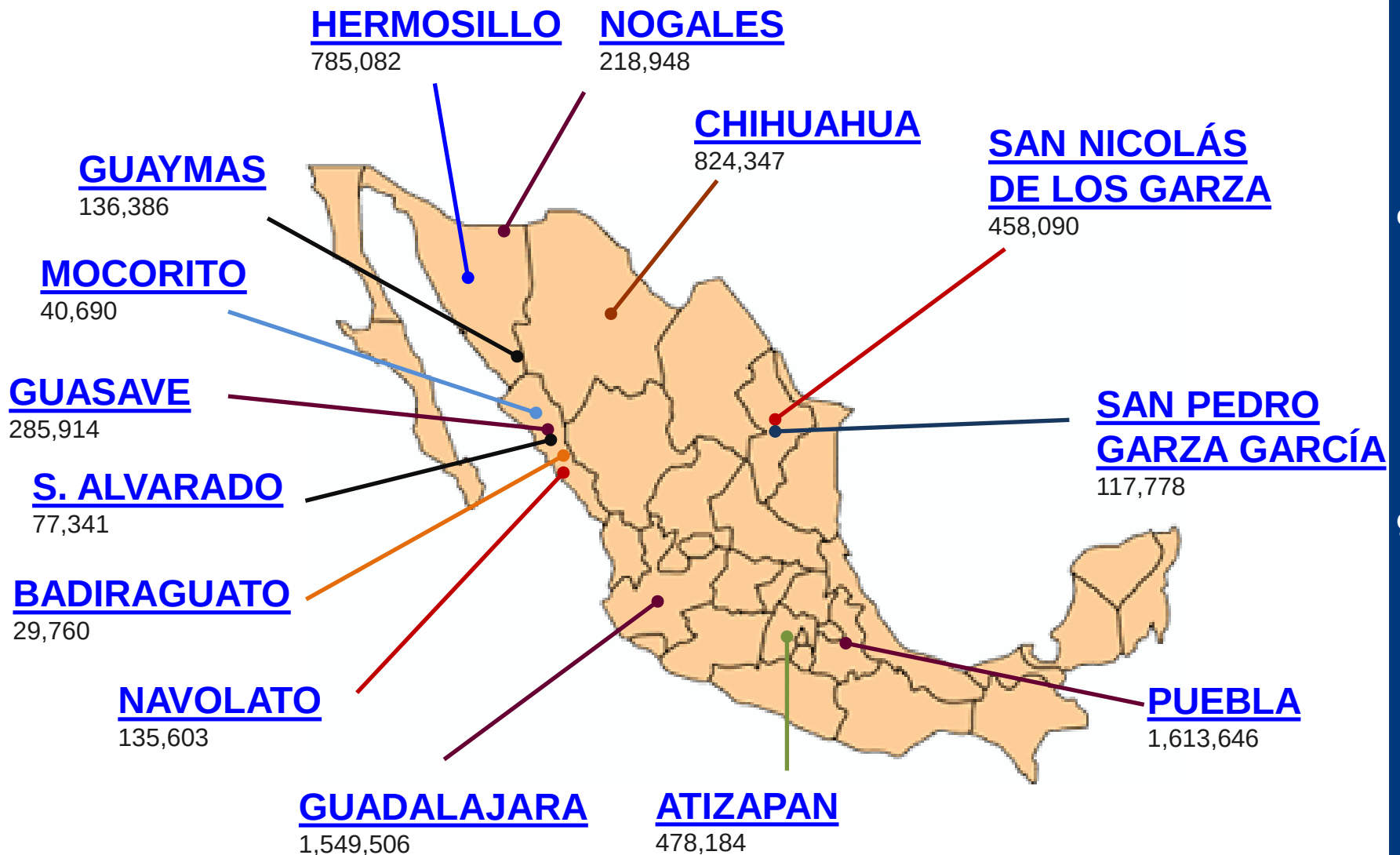
MAIN UPDATES

- 2004 - **Recognition stimulus** were introduced (“carrot”) according with achievements
- 2008 - **Re-name areas**
- **Three new areas**; legal frame, planning and public policies
-

WHAT DO WE HAVE TODAY?

- Each municipality participate voluntarily (there is a fee)
- Now conformed by 78 basic indicators measured biannually and annually
- Two national forums have been organized
- Reconfiguration of recognition stimulus
- Until 2011, 54 municipalities have participated
- Interested municipalities can join SINDES any time

2010 INVOLVED MUNICIPALITIES



Nota: Numbers are population by 2007

SYSTEM Characteristics



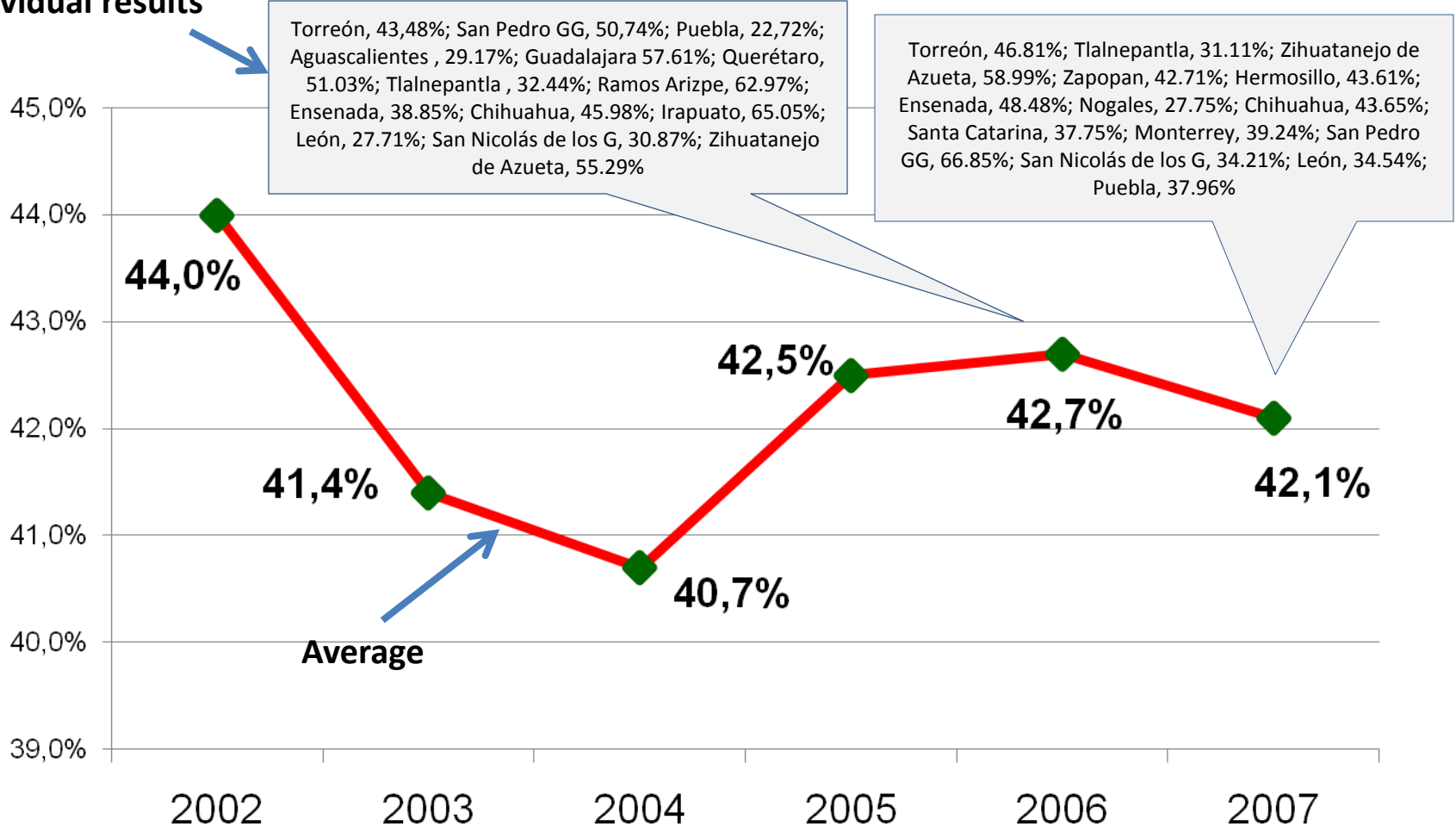
- Link to a purpose (Measure art. 115 Federal Constitution)
- Clear operational rules (manual)
- Clear definition of the indicators
- Clear mechanisms to report results
- Defines a description sheet for each indicator



Still under constant improvements

INDICATOR 1HP: OWN-SOURCE REVENUE AS A PERCENT OF TOTAL REVENUES

Individual results



SINDES BENEFITS

- Introduces a difficult topic, Performance Measurement (PM), in a simple and easy way
- Introduces “order” into the municipal PM systems
- Participants use SINDES to develop their own PM systems
- Helps on having a common language
- Defines general guidelines on data collection & handling
- Introduces the need to have an “area” (insider) responsible to coordinate the efforts.
- Because SINDES is also a network, there is the opportunity to learn of each other (peer to peer)
- SINDES model could be adapted and adopted by national or subnational governments

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