

STRATEGIC PROPOSAL FOR PERFORMANCE MANAGEMENT IN LOCAL GOVERNMENTS AND MUNICIPALITIES IN LEBANON

For the Municipality of the Town of Joun



For government and public administration agencies, tracking
Key Performance Indicators (KPIs) can provide invaluable
insights into how well programs and services are functioning



Dr Antoine J. Burkush, PhD

**Strategic Proposal for Performance Management
in Local Governments and Municipalities in
Lebanon:**

For the Municipality of the Town of Joun

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This collection of proposals is the result of a shared vision and a collaborative journey, guided by the input, dedication, and insights of countless individuals who hold Joun close to their hearts. It would not have been possible without the unwavering support and contributions of community members, experts, stakeholders, and local leaders, each of whom brought their unique perspectives to the table.

First and foremost, I extend my heartfelt gratitude to the residents of Joun, whose voices, ideas, and aspirations have been the foundation of this work. Your willingness to share your thoughts and dreams for our town has been invaluable in shaping proposals that truly reflect our community's spirit and goals. Your participation in discussions, surveys, and community gatherings has been a testament to your **commitment** to Joun's future.

Special thanks to all whose contributions were instrumental in refining our vision.

To the local leaders and stakeholders who championed this project, your support has been a vital source of encouragement. Your leadership and understanding of Joun's unique challenges and opportunities have given depth to these proposals, grounding them in both our town's history and its potential for growth.

Finally, I would like to thank everyone who worked behind the scenes—whether gathering data, conducting research, or organizing meetings—your efforts have been crucial in bringing this work to life.

Together, we have created a roadmap for Joun's future that honors our heritage and inspires a brighter tomorrow. I am truly grateful to each of you for your contributions, enthusiasm, and dedication to this endeavor.

With sincere appreciation,

Dr Antoine J. Burkush, PhD

الشكر والتقدير

هذه المجموعة من المقترحات هي نتيجة رؤية مشتركة ورحلة تعاونية ، تسترشد بمدخلات وتفاني ورؤى عدد لا يحصى من الأفراد الذين يحملون جون قريبا من قلوبهم. لم يكن ذلك ممكنا بدون الدعم والمساهمات الثابتة من أعضاء المجتمع والخبراء وأصحاب المصلحة والقادة المحليين ، الذين قدم كل منهم وجهات نظره الفريدة إلى الطاولة.

أولا وقبل كل شيء، أعرب عن خالص امتناني لسكان جون، الذين كانت أصواتهم وأفكارهم وتطلعاتهم أساس هذا العمل. لقد كان استعدادك لمشاركة أفكارك وأحلامك لمدينتنا لا يقدر بثمن في تشكيل المقترحات التي تعكس حقا روح مجتمعنا وأهدافه. كانت مشاركتك في المناقشات والاستطلاعات والتجمعات المجتمعية شهادة على التزامك بمستقبل جون.

شكر خاص للذين كانت مساهماتهم مفيدة في صقل رؤيتنا.

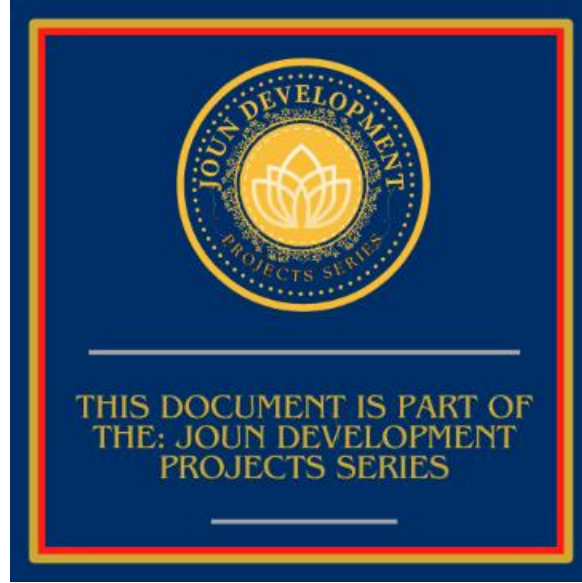
إلى القادة المحليين وأصحاب المصلحة الذين دافعوا عن هذا المشروع ، كان دعمكم مصدرا حيويا للتشجيع. لقد أعطت قيادتك وفهمك لتحديات وفرص جون الفريدة عمقا لهذه المقترحات ، مما جعلها راسخة في كل من تاريخ مدينتنا وإمكاناتها للنمو.

أخيرا ، أود أن أشكر كل من عمل وراء الكواليس - سواء في جمع البيانات أو إجراء البحوث أو تنظيم الاجتماعات - كانت جهودك حاسمة في إحياء هذا العمل.

معا ، أنشأنا خارطة طريق لمستقبل جون تكرم تراثنا وتلهم غدا أكثر إشراقا. أنا ممتن حقا لكل واحد منكم على مساهماتكم وحماسكم وتفانيكم في هذا المسعى.

مع خالص التقدير،

د. انطوان جان البرخش



مشاريع
مبادرات شخصية
"من أجل الصالح العام"

Joun Development Projects

"Pro Bono Publico"

Dr Antoine J. Burkush, PhD

رؤية واحدة، هوية واحدة، مجتمع واحد

Preface

In a world where rapid change is the new normal, the importance of strategic, sustainable, and community-centered development is paramount. Joun, with its rich cultural heritage, natural beauty, and resilient community, stands at a crossroads—one that presents both challenges and extraordinary opportunities. As we look toward Joun’s future, it is essential that our plans honor the town’s heritage, respond to today’s needs, and set a course for future generations to thrive.

This series of proposals is the result of a deeply collaborative effort to envision Joun’s path forward. Each plan reflects input from residents, local stakeholders, and community leaders, resulting in a shared vision that is both ambitious and respectful of our town’s unique identity. These proposals encompass a comprehensive range of initiatives, from infrastructure and economic development to cultural preservation and environmental stewardship, with each component tailored to address Joun’s specific strengths, challenges, and aspirations.

Our proposals emphasize a commitment to public infrastructure improvements, economic empowerment, environmental sustainability, and cultural continuity. From plans to enhance recreational facilities and community services to initiatives for sustainable tourism and green energy, each proposal aims to make Joun a model of progressive yet grounded development. The ultimate goal is to create a vibrant, inclusive, and resilient community—one that embodies the values, dreams, and talents of its people.

I extend my heartfelt gratitude to everyone who has contributed to this vision. Your dedication, ideas, and insight have been invaluable, illuminating the pathway to a future that aligns with Joun’s core values while embracing growth and innovation. These proposals are an invitation to all residents of Joun to imagine, participate, and help build a community that harmonizes tradition with the possibilities of tomorrow.

As you review this collection, I encourage you to see not just plans, but a vision for what Joun can become. Let us move forward together, translating these ideas into action, and creating a brighter, thriving, and unified future for Joun.

With deep respect and optimism,

Dr Antoine J. Burkush, PhD

مقدمة

في عالم حيث التغيير السريع هو الوضع الطبيعي الجديد ، فإن أهمية التنمية الاستراتيجية والمستدامة التي تركز على المجتمع أمر بالغ الأهمية. تقف جون ، بتراتها الثقافي الغني وجمالها الطبيعي ومجتمعها المرن ، على مفترق طرق - مفترق طرق يمثل تحديات وفرصا غير عادية. بينما نتطلع إلى مستقبل جون ، من الضروري أن نكرم خططنا تراث المدينة ، وتستجيب لاحتياجات اليوم ، وتضع مساراً للأجيال القادمة لتزدهر.

هذه السلسلة من المقترحات هي نتيجة جهد تعاوني عميق لتصور مسار جون إلى الأمام. تعكس كل خطة مدخلات من السكان وأصحاب المصلحة المحليين وقادة المجتمع ، مما يؤدي إلى رؤية مشتركة طموحة وتحترم الهوية الفريدة لمدينتنا. تشمل هذه المقترحات مجموعة شاملة من المبادرات ، من البنية التحتية والتنمية الاقتصادية إلى الحفاظ على الثقافة والإشراف البيئي ، مع تصميم كل مكون لمعالجة نقاط القوة والتحديات والتطلعات المحددة لجون.

تؤكد مقترحاتنا على الالتزام بتحسين البنية التحتية العامة ، والتمكين الاقتصادي ، والاستدامة البيئية ، والاستمرارية الثقافية. من خطط تعزيز المرافق الترفيهية والخدمات المجتمعية إلى مبادرات السياحة المستدامة والطاقة الخضراء ، يهدف كل اقتراح إلى جعل جون نموذجاً للتنمية التقدمية والمرتكزة. الهدف النهائي هو إنشاء مجتمع نابض بالحياة وشامل ومرن - مجتمع يجسد قيم وأحلام ومواهب شعبه.

وأعرب عن خالص امتناني لكل من ساهم في هذه الرؤية. لقد كان تفانيك وأفكارك ورؤيتك لا تقدر بثمن ، مما يضيء الطريق إلى مستقبل يتماشى مع القيم الأساسية لجون مع احتضان النمو والابتكار. هذه المقترحات هي دعوة لجميع سكان جون للتخيل والمشاركة والمساعدة في بناء مجتمع ينسق التقاليد مع إمكانيات الغد.

أثناء مراجعتك لهذه المجموعة ، أشجعك على رؤية ليس فقط الخطط ، ولكن رؤية لما يمكن أن يصبح عليه جون. دعونا نمضي قدماً معاً، ونترجم هذه الأفكار إلى أفعال، ونخلق مستقبلاً أكثر إشراقاً وازدهاراً وموحداً لجون.

مع الاحترام العميق والتفاؤل،

د. انطوان جان البرخش

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Introduction

Municipal Management

Required Core Competencies include:

1- PERFORMANCE MANAGEMENT:

- Setting clear, challenging and realistic objectives
- Ensuring staff have a clear understanding of performance standards and related behaviors
- Monitoring and providing clear feedback on individual performance
- Dealing with poor performance effectively

2- SERVICE DELIVERY

Ensuring that local government services are provided to customers effectively, efficiently, and responsively. This requires knowledge of service areas and delivery options; and skill in assessing community needs, allocating resources, and predicting the impact of service delivery decisions; ability to set performance standards and objectives and measure results.

Practices that contribute to this core competency area are:

MEASURING EFFECTIVENESS:

- Identifying Key Performance Indicators (KPIs) and using appropriate measurement tools to gather information on the effectiveness of service delivery
- Analyzing data to evaluate services and make adjustments as necessary to improve

GENERAL OPERATIONAL KNOWLEDGE OF KEY MUNICIPAL SERVICES:

- Understanding the basic principles of service delivery in a range of municipal functional areas
- Ability to identify synergies, efficiencies, cost savings and innovations across service areas

OPERATIONAL PLANNING:

- Anticipating future needs
- Organizing work operations and resources
- Establishing timetables for work units or projects

- Knowledge of technological advances and changing standards
- Ability to identify and understand trends
- Skill in predicting the impact of service delivery decisions
- Ability to identify potential challenges and design contingency plans to mitigate or avoid problems

DELIVERY OF SERVICES TO CUSTOMERS:

- Determining customer needs and providing responsive, equitable services to the community
- Proficiency in assessing community needs and allocating resources
- Knowledge of information gathering techniques
- Commitment to communicating results to customers and allowing for a feedback loop to gather input on their level of satisfaction and usage
- Ability to analyze customer feedback for future refinements and improvement

QUALITY OF RESULTS:

- Maintaining a consistently high level of quality in staff work operational procedures, and service delivery
- Knowledge of organizational processes
- Ability to facilitate organizational improvements
- Skill at identifying and setting performance/productivity standards and objectives
- Ability to measure results

TECHNOLOGY INTEGRATION:

- Demonstrated understanding of uses

of technology and ability to incorporate appropriately in plans to improve service delivery, information sharing, organizational communication, and citizen access

- Knowledge of technological options and their application

COLLABORATION:

- Ability to establish good relationships with relevant stakeholders i.e. staff, elected officials, government, unions and external agencies
- Ability to share information and knowledge across departmental, political and organizational boundaries to achieve corporate objectives
- Skill at establishing common goals for working together
- Communicating with key stakeholders in advance to get buy in, in advance of formal discussions
- Keeping relevant parties informed of progress and issues

3- LEADERSHIP

STRATEGIC MANAGEMENT

Implementing a leadership style that encourages the organization and the community toward visioning and goal setting, creative problem solving, priority setting, embracing change and progressive action. This requires a dynamic leadership style; skill in visioning, shifting perspectives, and identifying options; and ability to create an environment that encourages initiative and innovation.

Practices that contribute to this core competency area are:

4- INITIATIVE

- Demonstrating a personal orientation toward action and accepting responsibility for the results
- Being amenable to challenging the status quo and removing barriers which impede progress toward desired goals
- Work proactively to achieve organizational goals rather than waiting for others to lead

VISION:

- Creating a compelling vision for the organization
- Conceptualizing an ideal future state consistent with long-term community needs
- Providing opportunities for stakeholders to contribute to and support the development of the vision
- Clearly link the vision to outcomes for citizens and other key stakeholders
- Providing a clear direction for the department/ service/ based on the vision/strategy
- Communicating clearly what the vision is and what the strategy will achieve for the organization and the community

CREATIVITY AND INNOVATION:

- Developing new ideas or practices
- Applying existing ideas and practices
to new situations
- Fostering a culture conducive to creativity
- Allowing for mistakes and learning from them

MANAGING CHANGE:

- Understanding change management theory and ability to lead a change process
- Minimizing the barriers to change
- Ability to scan the environment and identify the need for change
- Anticipating and actively managing the emotional resistance to change

- Involving others in planning to ensure buy-in
- Developing the business case for change
- Promoting the benefit of change
- Encouraging others to take ownership of change in their area
- Managing the change implementation and adapting as required

WORKING WITH COUNCIL TO ACHIEVE OBJECTIVES:

- Providing expert advice to council and working collaboratively to formulate and identify priorities and goals
- Political Acuity to assess Council agenda and understand political context

CONTINGENCY PLANNING:

- Working proactively to identify potential problems
- Developing contingency plans to prevent or mitigate potential problems

5- ENGAGEMENT

GOVERNMENT RELATIONS AND CITIZEN

Demonstrating a commitment to democratic principles by engaging community interest groups in the decision making process; educating citizens about policy and initiatives; and acquiring knowledge of the social, economic, and political history of the community. This requires knowledge of democratic principles, political processes, skill in competency dynamics, negotiation, communication, and facilitation; and ability to appreciate and work with diverse individuals and groups to determine the community's needs. Practices that contribute to this core competency area are:

EFFECTIVE CITIZEN ENGAGEMENT & CONSULTATION:

- Actively engaging citizens and key community stakeholder groups in decision making
- Gathering input to understand community needs and improve service delivery
- Willingness to encourage engagement through a range of dynamic consultation practices, including: face- to-face meetings, social media, information technology, website, surveys, etc.
- Providing information and updates to Citizens re: issues as well as the progress of initiatives

INTERGOVERNMENTAL RELATIONS:

- Fostering positive relationships with other municipalities, local boards, agencies

and other levels of government at the administrative level to identify and address legislative issues and improvements, and ensure effective service delivery

Providing for short-term and long-term acquisition, allocation, and analysis of human resources, strategic planning, and mediation/negotiation.

Practices that contribute to this core competency area are:

6- ORGANIZATIONAL PLANNING AND MANAGEMENT

SYSTEM WIDE THINKING:

- Ability to apply the concepts of systems thinking to local government management and to the solution of issues and problems

KNOWLEDGE OF ORGANIZATIONAL STRUCTURES:

- Understanding and knowledge of organizational structures and their use to effectively promote good local government management

HUMAN RESOURCE MANAGEMENT:

- Ensuring that the policies and procedures for employees hiring, promotion, performance appraisal, and discipline are equitable, legal, and current
- Ensuring that human resources are adequate to accomplish programmatic objectives
- Knowledge of personnel practices and employee relations law; ability to project workforce needs

MEDIATION/NEGOTIATION:

- Acting as a neutral party in the resolution of policy disputes
- Knowledge of mediation/negotiation principles
- Skill in mediation/negotiation techniques

PROBLEM SOLVING AND DECISION MAKING:

- Gathering and analyzing relevant information and evidence from a range of sources
- Considering long and short-term implications of decisions
- Ability to accurately assess and manage corporate risk
- Showing a good understanding of corporate governance issues and the political environment in making decisions
- Ability to strike an effective balance between the speed of decision making and the need for consultation
- Focusing on the cause not the symptoms
- Providing a range of options

MANAGING CONSULTANTS AND PRIVATE SECTOR PARTNERSHIPS:

- Developing and administering equitable and transparent policies and procedures for negotiating and managing procurement and partnership agreements
- Ensuring policies and procedures are strong and enforceable

- Demonstrating strong negotiation skills

MANAGEMENT:

FINANCIAL

Demonstrating a sound grasp of the fundamentals of budget preparation and management, with consideration to long-term and short-term needs, as well as implementing and monitoring financial policies and procedures related to assets and services within your area of responsibility.

Practices that contribute to this core competency area are:

BUDGETING:

- Preparing, administering and monitoring a budget
- Knowledge of budgeting principles and practices, revenue sources, projection techniques, and financial control systems
- Skill in communicating financial information

FINANCIAL ANALYSIS AND REPORTING:

- Interpreting financial information to assess the short-term and long-term fiscal conditions, determine the cost- effectiveness of programs and services, and compare alternative strategies

- Preparing financial reports to ensure accountability and transparency and

to assist with long term and strategic planning.

- Providing financial information to help develop reports to taxpayers on the municipal services provided with the resources at the municipality's disposal.

INTERNAL CONTROL

- Implement processes and policies to ensure that funds are administered and expended in compliance with applicable statutes and regulations, and are used for the purposes for which they were authorized and intended

- Ensure policies and procedures are documented and accessible, and control efforts are transparent.

- Monitoring activities and transactions to assess the quality and performance over time to ensure controls are effective

PROCUREMENT

- Ensure adherence to guidelines and policies to ensure that all purchases of materials, supplies and services provide the lowest costs consistent with the required quality and service.

- Ensure that purchasing and procurement is conducted in an open and transparent manner

- Administer purchasing policies such that they promote and maintain the integrity of the purchasing process, and protect Council, vendors and staff involved in the process by providing clear direction and accountability

RISK MANAGEMENT

- Implement processes and policies to prevent harm or injury to municipal corporate assets from third parties
- Ensure risk mitigation policies and procedures are documented and accessible.
- Monitoring activities and processes to assess the effectiveness of risk mitigation policies

COMMUNICATION

Facilitating the flow of ideas, information, and understanding between and among individuals; and advocating effectively in the community interest. This requires knowledge of interpersonal and competency communication principles; skill in listening, speaking and writing; and ability to persuade without diminishing the views of others. Practices that contribute to this core competency area are:

ADVOCACY:

- Communicating personal support for policies, programs, or ideals that serve the best interests of the community
- Effectively promoting the interests of council to external audiences

STYLE AND LANGUAGE:

- Using language and a style of communication that is professional and appropriate to the Council context and the political environment
- Ability to adapt communication style in response to others and situational needs

REPORT WRITING:

- Ability to prepare concise yet detailed reports that are professional, well researched, logically structured and suited to the needs of the audience

PRESENTATION SKILLS:

- Ability to confidently, clearly and succinctly convey information
- Ability to use persuasion skills to convince others through a well-structured argument
- Knowledgeable of presentation techniques and options
- Ability to match presentation to audience

MEDIA RELATIONS:

- Communicating information to the media in a way that increases public understanding of local government issues and activities and building a positive relationship with the process
- Knowledge of media operation and objectives

INTERPERSONAL SKILLS:

- Ability to exchange verbal and nonverbal messages with others in a way that demonstrates respect for the individual and furthers organizational and community objectives
- Ability to receive verbal and nonverbal cues
- Skill in selecting the most effective communication method for each interaction

PUBLIC RELATIONS:

- Ensuring a two-way dynamic line of communication between citizens and municipal government administration to ensure timely sharing of information
- Ability to gather and assess feedback to ensure understanding of programs and issues

SOCIAL MEDIA AND INFORMATION TECHNOLOGY:

- Utilizing an array of social media

and information technology tools to enhance and support the overarching communication strategy and ensuring stakeholders are being engaged and informed

- Developing and managing appropriate policies to govern usage

INTEGRITY

Demonstrating fairness, honesty, ethical and legal awareness in personal and professional relationships and activities. This requires knowledge of business and personal ethics; ability to understand issues of ethics and integrity in specific situations.

Practices that contribute to this core competency area are:

PERSONAL INTEGRITY:

- Demonstrating accountability for personal actions
- Conducting personal relationships and activities fairly and honestly

PROFESSIONAL INTEGRITY:

- Conducting professional relationships and activities fairly, ethically, honestly, and in compliance with the law

ORGANIZATIONAL INTEGRITY:

- Fostering a culture of ethical behavior throughout the organization through personal example, management practices, and training
- Knowledge of administrative ethics, ability to instill accountability into operations, and ability to communicate ethical standards and guidelines to others

Demonstrating the ability to review his/her own performance against objectives. Looking for opportunities to learn and develop in order to deliver and add value to his/ her own role.

Practices that contribute to this core competency area are:

SELF MANAGEMENT

SEEKING FEEDBACK:

- Actively encouraging and integrating feedback from a range of stakeholders
- Consulting with and making use of advice from experts to enhance effectiveness

ASSESSING OWN PERFORMANCE:

- Setting clear and challenging performance standards
- Understanding and optimizing his/her personal strengths
- Adapting own behavior to improve personal performance

DELEGATING EFFECTIVELY:

- Empowering staff and delegating work effectively to ensure focus on strategic rather than operational issues as appropriate

UTILIZING SELF MANAGEMENT TOOLS:

- Using appropriate tools and techniques to plan work, monitor progress and manage time

COMMITMENT TO LIFE-LONG LEARNING:

- Keeping abreast of new policy, legislation and best practices related to organizational improvement and service delivery
- Seeking opportunities to expand knowledge and develop new skills and techniques

MODELING BEHAVIOUR:

- Modeling behaviors and work practices expected from others

EMOTIONAL INTELLIGENCE

- Ability to monitor one's own and other people's emotions, and to discriminate between different emotions and label them appropriately
- Using emotional information to guide thinking and behavior.

GENERAL CHALLENGES TO IMPLEMENTING PERFORMANCE MANAGEMENT IN LOCAL GOVERNMENT

Implementing effective performance management in local governments can be challenging due to various factors. Here are some common challenges:

1. Data Collection and Quality

- Challenge: Collecting accurate and comprehensive data can be difficult, especially if data sources are fragmented or outdated.
- Solution: Invest in integrated data management systems and ensure regular data audits to maintain data quality.

2. Resource Constraints

- Challenge: Limited financial and human resources can hinder the implementation and maintenance of performance management systems.
- Solution: Prioritize key performance areas and seek external funding or partnerships to support performance management initiatives.

3. Resistance to Change

- Challenge: Employees and stakeholders may resist new performance management practices due to fear of increased accountability or disruption of established routines.
- Solution: Foster a culture of continuous improvement and provide training to help staff understand the benefits of performance management.

4. Lack of Clear Objectives

- Challenge: Without clear, measurable objectives, it can be challenging to track progress and evaluate performance effectively.
- Solution: Develop SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals and ensure alignment with the community's strategic priorities.

5. Inadequate Technology

- Challenge: Outdated or inadequate technology can limit the ability to collect, analyze, and report performance data.
- Solution: Invest in modern performance management software and tools that facilitate data integration and real-time reporting.

6. Communication Barriers

- Challenge: Poor communication can lead to misunderstandings and lack of engagement from stakeholders.
- Solution: Establish clear communication channels and regularly update stakeholders on performance management activities and outcomes.

7. Siloed Operations

- Challenge: Departments working in silos can hinder the sharing of information and collaboration necessary for effective performance management.
- Solution: Promote cross-departmental collaboration and data sharing to ensure a holistic approach to performance management.

8. Sustainability

- Challenge: Maintaining momentum and ensuring the sustainability of performance management initiatives over time can be difficult.
- Solution: Embed performance management into the organizational culture and establish regular review processes to keep initiatives on track.

By addressing these challenges, local governments can enhance their performance management practices and improve service delivery to their communities.

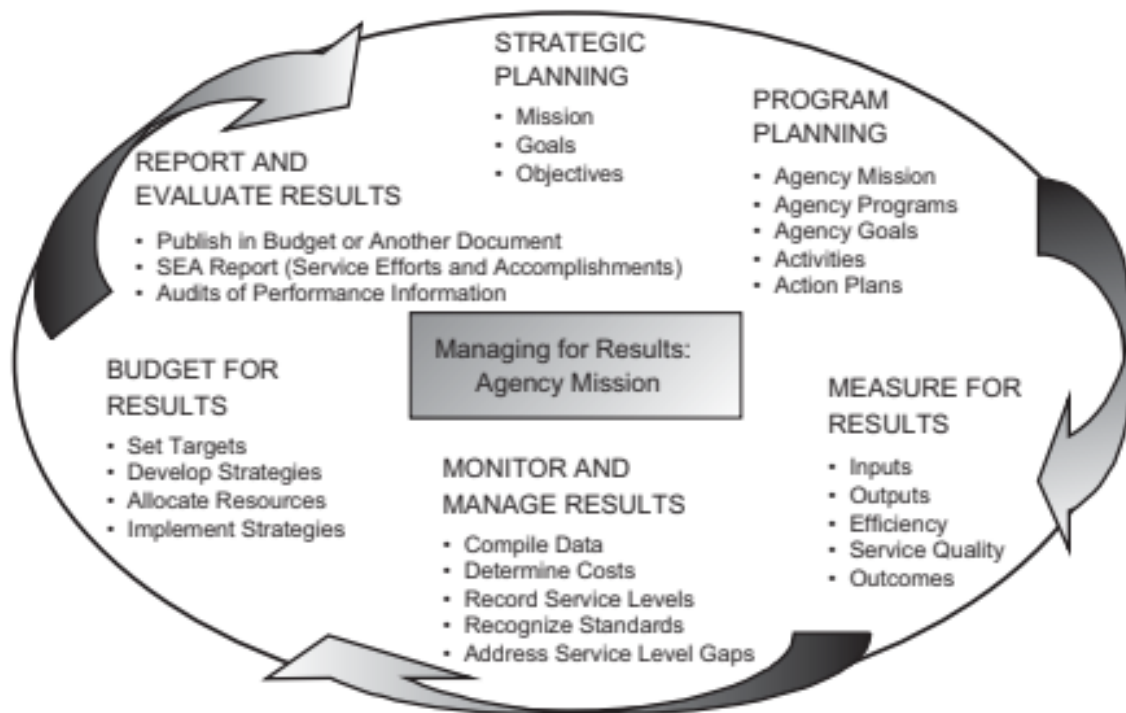
Municipal Performance Measurement

What is Performance Measurement?

Municipal performance measurement comes in many shapes and sizes. Internationally, scores of indices exist for development programs to feed information to decision makers. Benchmarking systems and performance scorecards publicize attractive cities in which to live or do business. Local governments themselves use a wide range of performance measurement systems in service areas such as policing and fire services, solid waste, water, wastewater, roads, transportation, health, housing, recreation and social services.

Measuring municipal performance means assessing how well a municipality performs when delivering goods and services to the public. Performance measures often include the volume, quality, efficiency and outcomes of providing these goods and services.

Performance measurement belongs to an institutional culture that values planning, accountability and information use in the management of public and private organizations. Measurement supports other ongoing management functions, such as priority setting and results management. The managing for results process helps an organization to focus on its mission, goals and objectives, as well as its capability to learn and improve its work. As can be seen in Figure 1 on Fairfax County, measuring performance is one component of the larger management control framework for the county government.



Are You Getting What You Pay for?

The US-based Government Accounting Standards Board (GASB) is one of the key organizations

that supports performance measurement in the public sector. The GASB is concerned with measuring government performance in the provision of goods and services to the public. Performance measurement is meant to help people answer the following questions in an objective and systematic way:

1. What goods and services do you the taxpayer get for your money?
2. What is the quality of those goods and services?
3. Do you get good value in return for your tax dollars?
4. Do those goods and services help improve your life?

Local governments provide a range of services to enrich the well-being of citizens. In most contexts, local citizens are key sources of funding for municipal services and the obvious beneficiaries of performance measurement systems that are set up for accountability purposes. To increase citizens' understanding of performance, a measurement system should allow users to make comparisons with the municipality's past performances and with other similar municipal performers.

A Trend Toward Measurement

Accounting professionals first promoted the use of performance measurement in decision-making, reporting and management processes early last century.² Each generation of management theory has tried to increase the usefulness of measurement activities. The largest advance in their use came in the 1980s, as the US private sector introduced new systems and processes for strategic management.

The growing use of performance measurement in the public sector was not entirely driven by external demands and legislation.

Objectives for Performance Measurement Systems

The objectives for using performance measurement systems can be grouped in three categories:

1) To provide accountability.

This means either public accountability, as between government and citizens, or internal accountability, as between department heads and council members.

2) To improve performance.

This means improving the policies, programs, plans and processes used in the provision of services, or the quality, quantity and cost of the services.

3) To help determine expenditures.

This means taking a results-based budgeting approach, which connects resource allocation to specific, measurable results that reflect agreed priorities.

Public accountability is the notion that governments must answer to their citizenry “to justify the raising of public resources and the purposes for which they are used.”³

Internal accountabilities is the notion that departments must answer to their directors to justify the decisions made and strategies followed in the organization. Departments are accountable for policies, programs, operations, processes and compliance with laws and regulations.

A performance measurement system that is developed for accountability purposes is typically oriented toward reporting on the efficiency and economy in municipal operations. However, beyond making information available, the expected outcomes of the public accountability objective are not always clear (as compared to internal accountability). The challenge for local governments is to understand how citizens can use the performance data in public debates or decision-making processes. In all of the jurisdictions studied, politicians were concerned with the potential misuse of the performance data by journalists and political opponents.

Measurement systems that are meant to help determine expenditures reflect a deeper desire to increase public confidence in government. Confidence begins with the ability to spend money wisely. The objective is to connect resources with results so that budgeting is a strategic management and communications tool for legislators and city managers.

Achieving this objective has proven difficult for a number of reasons. An organization's program activity structure could represent a variety of organizational, process, project or other orientations. The suitability of these structures to results-based budgeting will vary. In some cases, the effort needed to introduce appropriate budgeting systems is substantial. Furthermore, many local governments are still ironing out wrinkles in their performance measurement systems. They are reluctant to use performance data to help determine expenditures until the measurement systems are producing consistent results.

While these objectives for the system may be distinguished from one another, they are not mutually exclusive. In fact, many measurement systems will incorporate all three objectives into their design.

2. MEASURES, METHODOLOGIES AND APPROACHES

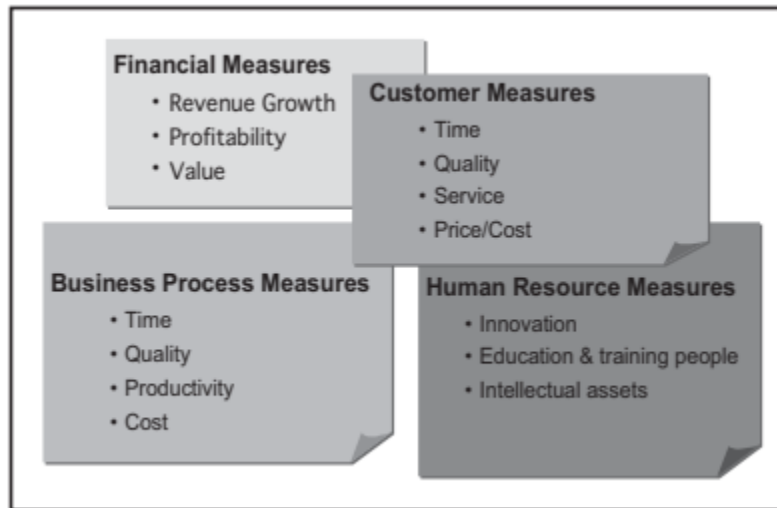
Municipalities have tended to define their performance through a small number of integrated approaches. These include the balanced scorecard approach, the logic model and performance benchmarking. These tools help municipalities build a usable framework for the organization and selection of measures.

The Balanced Scorecard Approach

The balanced scorecard approach was introduced in the early 1990s as a way for private sector companies to describe the essentials of what they do.⁵ The approach highlights the key perspectives that are needed to understand the organization's success. The original scorecard took into account four perspectives in measuring how well the organization fulfils its vision and mission, and achieves its strategic goals:

- Financial perspective – To succeed financially, how should we look to our shareholders?
- Customer perspective – To succeed with our vision, how should we look to our customers?
- Internal business process perspective – To satisfy our shareholders and customers, at what internal business process must we excel?
- Learning and growth perspective – To succeed with our vision, how shall we sustain our capacity to learn and grow?

The Balanced Scorecard Approach



The balanced scorecard approach provides a comprehensive framework of measures. It covers the quality and efficiency of providing municipal services, but broadens the range of measures by attempting to link short-term operational control in the organization to the long-term vision and strategy for success. Many municipal systems examine administrative performance, while others measure governance processes and citizen satisfaction with services. The broadened framework only increases the utility of the system for capacity building and improvement in the organization.

The balanced scorecard approach is widely used in the United States, where it was first introduced. It is also used by municipalities in Canada, Australia and Sweden, as well as in other countries.

Logic Model

The logic model is a basic tool in results management. It is a planning model to use in articulating a performance logic or performance theory that will unfold in a process over time. For municipal performance, the logic is often simply that municipalities use resources to deliver goods and services that will benefit people in local communities.

This logical structure is translated into a language of inputs and outputs with appropriate measures for performance at all points along the results chain. The logic model articulates short-term and long-term goals for performance and builds causal links among budgets, planned activities and expected results.

- Inputs – The quantity and quality of resources used
- Processes – The delivery of the goods and services
- Outputs – The quantity and quality of the goods and services

- Outcomes – The societal effect (benefit) of the goods and services

The Philippine government uses a logic model to integrate three separate performance frameworks into its Local Governance Performance Measurement System (LGPMS). The logic model recognizes that to improve health outcomes in a Local Government Unit (LGU) for example, the LGU will need to invest in its human skills, plans and systems for the management and delivery of health services.

Performance Benchmarking

Performance benchmarking is a third approach to defining municipal performance. It encourages municipalities to compare their current performance with historical performance or against their own established targets. Many will compare themselves to similar municipalities or to national or international standards for performance in particular service areas. According to the GASB, a significant percentage of US municipalities currently benchmark their performance.⁶

⁶ The GASB and Georgia State University gathered these data in the U.S. in 2001. They surveyed about 800 city governments and county governments and got responses from 277 of them (37%).

Summaries of Three Measurement Approaches

Approach	Characteristics	Strengths	Shortcomings
Balanced Scorecard	<ul style="list-style-type: none"> • Integration focused • Key stakeholder focused • Organization perspective 	<ul style="list-style-type: none"> • Vision and strategy • Human, friendly, customer focus • Team approach 	<ul style="list-style-type: none"> • Primarily conceptual model • Not necessarily program oriented
Logic Model	<ul style="list-style-type: none"> • Investment oriented • Strategic and tactical • Short-term and long-term 	<ul style="list-style-type: none"> • Implementation oriented • Looks at processes • Theoretical, analytical and causal links 	<ul style="list-style-type: none"> • Too cumbersome and complex • Too much attention to administration and management • Not inherently cyclical
Performance Benchmarking	<ul style="list-style-type: none"> • Evidence-based • Involves other organizations • Municipal best practices 	<ul style="list-style-type: none"> • Facilitates goal setting • Supports communication in sector • Fosters excellence and continuous learning 	<ul style="list-style-type: none"> • Uses principle of 'catching up' • Fair comparisons are tricky • Creates public competition among municipalities

Measuring Performance

Municipalities rely on a combination of assessment methodologies when measuring performance. These methods may be viewed as either internal, external, user or peer assessment. In the UK, the CPA relies on self-assessment by councils and inspections by external inspectors. In the Philippines, the LGPMS integrates LGU assessment and citizen assessment.

Most municipalities recognize the value of self-assessment, especially as a consensus-building exercise within strategic processes. While objectivity in data collection remains an important issue, the focus is clearly on the learning process not the final report.

Organizations also rely on other perspectives and approaches in data collection. These include the use of citizen satisfaction surveys, the use of outside auditors or experts and the use of professional tools for measuring performance against service standards.

- Internal assessment – In this approach, the local authorities examine their own performance in corporate or self-assessment processes.

- External assessment – External auditors assess performance through service inspections or compliance assessments.
- User assessment – The user assessment is linked to the customer perspective. It involves customer or citizen satisfaction surveys.
- Peer assessment – The assessment of professional standards, peers or colleagues, using standardized measurement tools such as ISO 9000, employee surveys or peer review.

Citizen Participation in Measurement

Citizens are the largest and most important audience for performance measures. They access the information through media coverage, web sites, brochures and flyers distributed with notices.

In the United States, governments and citizens have collaborated in the development of performance measurement systems, but only in a minority of instances. In fact, few citizens are involved in the development of measures – only 13 per cent of US city and county governments said their citizens participate in the selection of measures – and only a small number participate in municipal surveys.

Some governments have responded to citizens' interest in municipal performance by developing performance measures and making the information available. However, stakeholders may have an incomplete understanding of citizens' use of the performance information and how performance measurement affects citizens' perceptions of effective local government. Citizens have few opportunities to use such information in public debates and decision making.

3. USE OF PERFORMANCE INFORMATION BY MUNICIPALITIES

Municipalities use performance information to increase their understanding of the factors affecting performance and to support key management which includes the cycle of planning, budgeting, monitoring and reporting.

Use of Information by Municipalities

Municipalities will use performance information in the following ways:

- Understand performance, capacity, needs, problems
- Establish performance targets and expectations
- Allocate resources appropriately, effectively
- Improve quality and efficiency of services

- Identify and replicate best practices
- Increase internal accountability
- Improve internal processes
- State accomplishments
- Improve measures

The GASB survey (2001) indicated that approximately half of the US city and county governments surveyed use performance measures in most or all of their departments.

Benefits of Measurement to Municipalities

The benefits of performance measurement to municipalities can be grouped in three categories:

- Stronger results management
- Improved customer service
- Improved communication

The use of measures has helped improve the quality of their services and their responsiveness to customers. It has also improved their communication with stakeholders, including legislators, managers and financial officers.

The main benefits to US municipalities using performance measurement systems are improved knowledge and customer service. Among cities and counties surveyed, 55% have increased awareness of the factors affecting results, 44% have increased focus on results, and 40% have better communication with the budget office. Similar numbers report improved customer responsiveness (39%) and service quality (36%) in their organization.

4. LESSONS LEARNED AND OUTSTANDING ISSUES

Numerous lessons have been learned thus far from the efforts to develop performance measurement systems in the public sector. However, the practice is in its infancy and many issues still need to be addressed in this field.

Using Systems for Public Accountability

Public servants like performance measurement systems to serve the public accountability objective, though emphasizing public accountability over performance improvement is sometimes self-defeating. The expectations of public accountability and the use of the information by the public are not always clear – though the tendency in government reporting is to provide good news about their performance.

Governments need to identify the expected outcomes of the public accountability objective and clarify the purpose of the system to citizens and other stakeholders. Is the system meant to increase public awareness and understanding of government services? Or to gain public acceptance of the performance of the municipality? Or to address the expectations of key stakeholders in making the information available? Increasing public accountability runs the risk of becoming a motherhood statement.

Some organizations overload the public with information that is not particularly relevant or friendly to deal with. This is not simply a case of governments having too many measures in their system, rather that they seem not to understand the public's interest in governance and public matters. People are interested in quality of life issues and these sometimes cut across organizational lines into areas where it is less clear who is accountable for results.

When the priority is public accountability, some organizations focus their energies on massaging their reports for the public. The reports describe largely positive performances, while ignoring poor performances or negative trends. In the effort to ensure good news, organizations have missed opportunities for learning and improvement.

Organizations placing emphasis on the accountability objective need to give special attention to the audit of performance information. In the United States, the GASB has issued papers on the types of performance measures to use, the criteria for effective measures, and the definitions of key terms. However, only 2 per cent of the US cities and counties surveyed said that external groups verify the measures used.⁸

Using Systems for Improving Performance

Using measurement systems for improving performance is tribute to the adage: What gets measured gets done. Unlike the public accountability objective, the measurement exercise is formative in nature. The key is understanding the underlying drivers of performance. Some of the lessons learned by municipalities in measuring performance to improve performance include:

- Organizations that use measurement systems to improve performance tend to see the development of the 'right' measures as a continuous learning process. In Ontario, for example, suitable measures were found only after several attempts and the testing and revision of indicators. In the Philippines, this is still in progress. The learning process is valued because it helps to clarify people's thinking on the subject, the priorities involved, and the alternative measurement strategies.

Organizations seeking to improve performance will build relationships with legislative auditors and examine external standards to improve their measures. Many municipalities rely on public auditors for guidelines, knowledge and innovation in

performance measurement. Professional associations like GASB and the Canadian Institute of Chartered Accountants also provide criteria for the selection of measures and tools for learning.

- Organizations seeking to improve performance will concentrate their measurement efforts in fewer areas where the most gains from improvement can be made. There is flexibility in the breadth and depth of the measurement effort, which can focus on the key issues and areas that need attention. (Public accountability suggests that all operations be measured thoroughly.)
- Organizations seeking to improve performance will measure underlying or enabling capacity, not just services outcomes or results. The attribution of results (that output x caused outcome y) is important for managers that are looking to improve performance. The Philippines Local Performance and US Government Accounting Standards Board, 2001.

Productivity Measurement System (LPPMS)

Productivity Measurement System (LPPMS) focuses on administrative and governance functions in order to understand the drivers of performance. The balanced scorecard also focuses on the underlying capacity for leadership, people management, policy, strategy, resources and processes in municipalities.

- Organizations seeking to improve performance will strengthen their capacity to investigate and evaluate performance to understand causal means. Understanding relationships among the variables requires an evaluation approach to analyzing the performance data.
- Organizations seeking to improve performance will strengthen their capacity to manage for results, not just to measure and evaluate performance. They will integrate performance measurement into their management schedule for planning, implementation and evaluation processes.

FCM Lessons in Developing and Using Systems

FCM has drawn a number of lessons from its work with international partners in performance measurement issues. It sees performance measurement as a process to support good governance in the municipal context. Success in the process requires the following:

1. Ensure there is sufficient leadership to support the use of the measurement system
2. Build consensus among leaders and stakeholders on the purpose and use of system
3. View the system as process for good governance, not a technology project

4. Develop a 'light' performance framework and be prepared to revise it
5. Build institutional capacity for system management and use
6. Ensure relevant, reliable, timely performance data
7. Create institutional conditions to support the use of performance information and systems

The conditions in the final point refer to institutional culture (a predilection and consciousness for accountability both in the organization and the sector) and capacity (the measurement and management know-how systems).

Outstanding Issues in Developing and Using the Systems

Some of the outstanding issues discussed in the literature include the following:

- Putting in place a full-blown performance measurement system requires a lot of time and resources. What is the exact return to the organization for its investment in the system?
- Enabling institutional conditions will help organizations derive benefits from the use of measurement systems. How do organizations create an institutional culture to support performance measurement?

Legacy systems and models for linking individual and organizational performance shape the design of new information systems. How can systems and measures of government, department and individual performance be aligned?

Governments need reliable data for performance improvement and consistency in measurement for information use in budgetary processes. How can they use performance audits to establish validity and accuracy of measures?

- Citizens are the most important audience for performance measures, but they have little opportunity to use the information in governance processes. How can governments better understand and track citizens' use of performance data?

Main Messages in the Paper

The paper was meant to reinforce these messages:

1. Performance measurement is an integral part of good local governance. It is an effective process to help local governments and citizens communicate, collaborate and make choices.

2. The municipal performance measurement systems tend to measure the volume, quality, efficiency and outcomes of municipal services within a results management framework.
3. Performance measurement is part of a continuous learning system in an organization. The 'right' framework, culture and capacity will support the learning process.
4. The most significant challenges to developing and using performance measurement systems are process and institutional issues more than technical and methodology issues.
5. Citizen involvement in measurement needs to be better understood and strengthened.

Government & Public Administration KPIs

Transform your Government & Public Administration with our powerful list of key performance indicators (KPIs). From citizen satisfaction and efficiency to budget execution and compliance, measure and track progress to optimize service delivery and achieve strategic goals.

KPI Examples for Government & Public Administration

ECONOMIC DEVELOPMENT

- Amount of new retail square footage
- Average number of business days before reported graffiti is removed
- Cost per animal sterilized
- Cost per person trained in workforce development
- Cost per sheltered animal
- Cost per youth placed in summer youth employment jobs
- Development of county-wide infrastructure, land supply, and affordable housing plan within one year, plan implementation and schedule adherence thereafter
- Dropout rate of high school students
- Health and human services
- Housing affordability index/percentage of households that can afford a median-priced home
- Net loss of agricultural or environmentally sensitive areas
- Number of affordable mortgages financed for eligible low and moderate income families
- Number of childcare facilities in areas of need

- Number of childcare facilities with national accreditation
- Number of economic development inquiries received
- Number of emerging technology projects
- Number of existing and startup businesses and agencies trained by the city or county per year that remain in business after two years
- Number of jobs created in the community from economic and community development projects
- Number of loans to low and moderate income persons closed per year
- Number of low-income infants, toddlers, and preschoolers participating in early childhood development services (versus waiting list)
- Number of new assisted living units in public housing
- Number of new businesses related to incentives/coordinated efforts to promote growth in targeted industries
- Number of new incubated businesses that survive at least two years
- Number of special projects completed
- Number of successful placements of training program participants in employment within three years
- Number of volunteer hours
- Number of youth participating in after-school / gap-time programming
- Number of youths participating in employment and entrepreneurship programs
- Per capita income
- Percentage annual increase in new dollars generated for economic development programs
- Percentage increase in graduation rate
- Percentage of businesses trained and subsequently receiving funding
- Percentage of children with insurance
- Percentage of people with disabilities satisfied or very satisfied with service access
- Percentage of residents satisfied with community involvement process with economic development
- Percentage of residents with increased access to primary and specialty medical care
- Percentage of sheltered animals adopted
- Percentage of youth with improved academic performance
- Percentage increase in the number of affordable and special needs housing
- Percentage of businesses satisfied or very satisfied with the city/county's business processes
- Percentage of customers of the health and human services area satisfied or very satisfied with service delivery and customer care

- Percentage of participants who report they learned something that will help them start a business
- Percentage of survey respondents earning less than \$25,000 per year that rate the city/county's health and human services as good or very good
- Percentage of survey respondents that agree the city or county government effectively develops low-income/poor areas
- Percentage of users of health and human services satisfied or very satisfied with transit access to health care
- Reduced percentage rate of uninsured in the city/county
- Sick leave hours used per 1,000 hours
- Total infant mortality rate per 1,000 live births
- Total mortality rate (all causes) per 100,000
- Unemployment rate

NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES

- Cost per document released
- Net loss of agricultural designated lands outside the urban development boundary (UDB) or environmentally sensitive lands
- Number of infill development and infill housing units and infill redevelopment projects per year (completed)
- Number of renters assisted
- Percentage of lease payments that will be on time
- Percentage of tree canopy increase
- Percentage of general/nuisance complaints responded to within 48 hours
- Percentage of nuisance incidents remediated within predefined timeframes
- Percentage of residents and businesses aware of critical knowledge factors of code compliance
- Percentage of residents satisfied with information delivery systems
- Percentage of roadways and rights-of-way cleaned and well maintained
- Percentage of survey respondents that agree the city or county employees that helped them went the extra mile to get their issue heard and resolved
- Percentage of survey respondents that rate flooding as a minor or major problem in their neighborhood
- Percentage of survey respondents that rate the development and land use/zoning in their neighborhood as good or very good
- Percentage of survey respondents that rate the drinking water quality and sewer service as good or very good
- Percentage of survey respondents that rate the quality of roadways and road signs in city or county as good or very good

- Percentage of survey respondents that were satisfied with their last contact with city or county personnel
- Secret shopper rating for employee customer service
- Total square feet of facilities

PUBLIC SAFETY

- Average fire rescue response time from time dispatch receives life-threatening call from 911 and/ or percentage of total fire calls with a response time under eight minutes from call entry to arrival and/or emergency services average response time from public safety answering point (PSAP) to arrival
- Cost per park safety enforcement action on park land
- Development and implementation of a comprehensive plan for homeland security
- Development of a comprehensive plan for homeland security
- Number of licensed pets
- Number of public emergency shelters
- Number of abandoned vehicles investigated
- Number of collisions related to pursuits
- Number of first responders trained and equipped for an emergency event
- Number of patrol hours in neighborhoods
- Number of pedestrian/bicycle collisions per 100,000 population
- Number of requests for special operations support
- Number of service call responses annually
- Percentage increase in number of volunteers
- Percentage increase in use of non-lethal technology
- Percentage of citizens that state they feel safe in parks and recreation facilities
- Percentage reduction in drug-related incidents
- Percentage reduction in juvenile crime rates
- Percentage reduction in non-emergency calls into the 911 system
- Percentage of survey respondents who generally find police officers and traffic enforcement officers to be friendly and approachable safety services
- Percentage of survey respondents that rate crime in their neighborhood as a minor or major problem
- Percentage reduction in property loss rate
- Police emergency average response time (minutes)
- Rate of re-institutionalization of offenders processed through the Juvenile Evaluation Center
- Rate of traffic fatalities per 100,000 population

RECREATION AND CULTURE

- Average cost per daily servicing acre

- Average safety rating for pools
- Cost per estimated arts center services participant hour
- Cost per estimated museum participant hour
- Cost per participant hour in senior services
- Cost per public event
- Increase in the number of collaborative programs and participants with educational institutions
- Number of acres of natural areas restored and number of acres maintained
- Number of adult sports teams
- Number of attendees at recreational, cultural, and library facilities, programs and services
- Number of cultural, recreational, and libraries collaboration projects per year
- Number of cultural, recreational, and library programs available for the elderly and people with disabilities
- Number of developed park acreage
- Number of estimated arts center services participant hours
- Number of estimated participant hours in after-school programs
- Number of meals served to seniors
- Number of public art contracts completed
- Number of residents satisfied or very satisfied with availability of open or green spaces
- Number of residents satisfied or very satisfied with availability of facilities
- Park acres per capita
- Percentage of free programs offered
- Percentage of library district residents within four miles (or 25 minutes) of a library
- Percentage of organizations and artists satisfied or very satisfied with the city or county grant application process
- Percentage of participants satisfied or very satisfied with availability of quality lifelong learning programs
- Percentage of survey respondents that rate the city or county's library services as good or very good
- Percentage of survey respondents that rate the city or county's recreational and cultural activities as good or very good
- Quality rating of residents and visitors for cultural, recreational, and library facilities and places
- Recreation and culture dollars available through all sources of funding, including existing and new sources
- Resident ratings of the appearance of recreational, cultural, and library facilities
- Resident ratings of the range of parks and recreation activities

- Total audience served through public events

TRANSPORTATION

- Achievement of all major milestones timelines in the city or county's transportation plan
- Annual percentage change of parking operations expense
- Average commute times to work in minutes
- Average dollar value per central purchasing office purchase order
- Average number of days between invoice date and date of check disbursement
- Bond ratings
- Calendar days from requisition to purchase order
- Cost of government - Dollars per capita and per capita by category
- Daily bus and rail boardings
- Dollar amount of purchases made that meet sustainability guidelines
- Dollar cost per accounts payable transaction
- Enabling strategies - Budgets and finance
- Implementation of 24-hour rail and bus operations
- National customer satisfaction ranking for the airport
- Average work-trip vehicle occupancy
- Compliance percentage with local tax collection
- Percentage of public transit trips taken
- Number of visitors to county transit websites
- Customer satisfaction ranking for the seaport
- National customer satisfaction ranking for the airport
- Negotiated contract savings (dollars saved)
- Net parking income/loss
- Number (and percentage) of facilities meeting regulatory requirements
- Number of audits and special projects completed
- Number of parking tickets issued
- Number of payment transactions processed for departments
- Number of projects managed
- Number of purchases made city/countywide by central purchasing office
- Number of residents satisfied or very satisfied with the implementation of the city/county's transportation plan
- Percentage of audit recommendations "concurred with" by management
- Percentage of cash reserves
- Percentage of strategic plans outcomes supported by business plans
- Percentage of traffic signals synchronized and optimized
- Percentage of vendor solicitations successfully awarded without delay due to rebids or protests

- Percentage of community satisfied with value of city or county's services for tax dollars paid
- Percentage of employees rating the city or county or state as a good place to work
- Percentage of internal users satisfied with procurement timeliness quality, and overall service
- Percentage of survey respondents that rate the cleanliness of buses and train cars as good or very good
- Percentage of survey respondents that rate the congestion on the roadways in their neighborhood as a minor or major problem
- Percentage of survey respondents that rate the convenience of the city or county bus routes as good or very good
- Percentage of survey respondents that rate the ease of transportation to and from the airport and seaport as good or very good
- Planned frequency of transit service during peak and non-peak hours
- Rate of schedule adherence for bus and rail service
- Receiving Government Finance Officers Association (GFOA) distinguished budget award
- Total number of aviation passengers

ENABLING STRATEGIES GOVERNMENT OPERATIONS

- Cost per page view on the city or county website
- Dollars saved through IT investments
- Electronic access to services and information, and percentage of survey respondents that agree that it is easy to find what they need or want on the city or county website
- Fleet costs (acquisition, operating, resale value) within prescribed industry standards and percentage of department users satisfied with quality and timeliness of fleet management services
- Increase number of employees rating the city or county as a good place to work
- Number of page views on the city or county website per capita
- Number of planned media events (includes news conferences)
- One hundred percent of financial reports filed timely and accurately in compliance with the law
- Percentage of city or county employees aware of their component of performance targets
- Percentage of city or county employees aware of their importance to city or county's values and priorities
- Percentage of IT projects completed on time, within budget
- Percentage of IT routine problems solved within 24 hours

- Percentage of (facility) projects completed within budget and on time
- Percentage of accuracy between votes cast and votes reported
- Percentage of customers familiar with city or county sources of information
- Percentage of internal customers and residents satisfied with aesthetics of city or county facilities
- Percentage of residents with a positive image of city or county government
- Percentage of users (residents, visitors, employees, etc.) satisfied with city or county services
- Reduced staff turnover
- Satisfaction ratings from service delivery departments
- Value of corporate-initiated media coverage
- Voter satisfaction with process

Why use KPIs in government?

Key performance indicators (KPIs) are a valuable tool for organizations in the government and public administration industry to measure and track their performance and progress towards specific goals. These indicators allow organizations to identify areas of **strength and weakness**, make data-driven decisions, and improve overall efficiency and effectiveness.

Key performance indicators (KPIs) are metrics used to evaluate the success of an organization in meeting key business objectives. For government and public administration agencies, tracking KPIs can provide **invaluable insights** into how well programs and services are functioning. As taxpayer dollars fund these organizations, it's crucial to monitor performance and be accountable. Tracking the right KPIs also enables data-driven decision making to improve efficiency and outcomes. This article will examine why tracking KPIs is vital in the government and public administration sector.

Defining KPIs

KPIs are quantifiable measures used to monitor performance over time. They act like a dashboard, showing how different areas are operating. KPIs evaluate activities, processes and results to determine if goals are being met. Each organization must define KPIs that align with their specific objectives and strategy. Common examples of KPIs used in government and public agencies include:

- Customer or citizen satisfaction scores
- Cost per service/program
- Processing times for applications or requests
- Wait times for services
- Website or call center traffic and resolution rates

- Program enrollment and participation rates
- Service delivery error rates
- Regulation compliance rates
- Employee turnover and satisfaction
- Budget versus actual expenditure

Well-designed KPIs are:

- Relevant - they measure metrics vital to objectives
- Quantitative - they have numerical values that can be measured over time
- Actionable - they point to areas for improvement
- Easy to understand - the meaning is clear to all stakeholders
- Timely - they are monitored regularly using current data

With thoughtfully developed KPIs, government administration can monitor service delivery, efficiency, compliance, cost-effectiveness and more.

Benefits of Tracking KPIs

There are numerous reasons why routinely tracking KPIs is beneficial for public sector agencies:

Enhance Transparency and Accountability

As public administration bodies, government agencies must be transparent about how they are utilizing taxpayer funds and serving citizens. Monitoring and publishing performance data allows oversight to ensure funds are being used appropriately with services delivered efficiently. KPIs enable agencies to showcase what outputs and outcomes are being achieved. This accountability also builds public trust.

Inform Strategic Planning

By benchmarking KPIs over time, leaders can discern strengths to leverage and pain points to address in strategic plans. KPIs help identify what's working well to replicate and what needs improvement. Analyzing KPI trends also aids in setting realistic targets for the future. Leadership can determine if current objectives are being met or need adjustment.

Support Data-Driven Decisions

KPIs transform operational data into actionable insights. Rather than relying on assumptions or gut instinct, tracking KPIs allows [decisions to be grounded in real evidence](#). Leaders can allocate resources, adjust programs, implement digital solutions and more based on where KPIs indicate the need. This data-first approach enables issues to be proactively addressed rather than reactively managed.

Enhance Efficiency and Productivity

Monitoring efficiency and productivity KPIs, like cost per transaction or processing times, can pinpoint where workflows can be streamlined. By identifying lagging areas, agencies can undergo business process reengineering to eliminate redundant efforts or delays. KPIs also indicate when investments in automation and digital transformation could amplify productivity.

Improve Services and Citizen Experience

Citizen satisfaction KPIs directly correlate with public approval of government services. Tracking website visits, call volumes, case resolution rates and satisfaction scores helps agencies enhance services to be more citizen-centric. KPIs reveal pain points in the citizen journey that can be smoothed out through redesigned processes or technologies. This leads to improved perceptions and interactions.

Compare Performance and Foster Competition

When KPIs are shared publicly, it enables comparison across different agencies and jurisdictions. Citizens can see how their local services stack up, while agencies can benchmark against others. This can motivate organizations to emulate best practices that produce standout KPIs. Internally, KPIs can also drive friendly competition among departments and managers to meet targets.

In summary, routine tracking of KPIs is critical for government administration to oversee operations, boost efficiency, create value for citizens and remain accountable.

However, the benefits are only achieved with well-implemented KPI methodology.

Implementing a KPI Tracking Process

To actualize advantages, KPIs must be ingrained through a formalized and optimized tracking process. Simply defining KPIs is inadequate without an infrastructure to regularly monitor, document and analyze them.

Here are best practices for implementing a successful KPI tracking process:

Determine Critical Goals and Objectives

The first step is to define the core goals and desired objectives of the organization. These may come from the agency's strategic plan or mission. Goals could include improving service levels, decreasing costs, driving innovation or other aims. The goals should inform what KPIs will be most useful to track progress.

Select Relevant KPIs

With goals in mind, thoughtfully select a focused set of KPIs that will indicate progress to these ends. Overloading with too many KPIs dilutes insights. Keep the set concise with KPIs that align to core objectives and provide the most value. KPIs should also balance different aspects like service quality, efficiency, compliance and expenditures.

Set Realistic Targets

Each KPI needs clearly defined targets that state the value the metric is intended to reach within a set timeframe. Establish realistic yet ambitious targets through thorough analysis of historical data, benchmarking and organizational capacity. Make sure targets are quantifiable, time-bound and aligned across departments.

Monitor KPIs Continuously

KPIs only deliver value if they are monitored continuously, not just annually or quarterly. Determine a cadence for analyzing each KPI, such as daily, weekly or monthly. Automated systems enable continuous monitoring to instantly detect variations. Data inputs should be timely and consistent.

Assign Ownership

To uphold accountability, assign each KPI an owner responsible for monitoring performance. Department heads or managers typically oversee KPIs that map to their domain. Owners must analyze new data, address underperformance, share insights across the organization and recommend improvements based on KPI outcomes.

Analyze Trends and Root Causes

Once new KPI data enters, drill into the numbers to spot trends, make comparisons and identify root causes. Look at historical patterns, make projections and discern what factors influence the KPIs. Consider internal operational contributors along with external market dynamics. Isolate what's driving change.

Report Performance to Stakeholders

Share KPI performance data with both internal leadership and external stakeholders like oversight boards, legislators and citizens. Be transparent about both achievements and deficiencies. Many government bodies have mandated public reporting around key metrics. The reporting process should be consistent, simple and accessible to all stakeholders.

Course Correct and Set New Targets

The essential final step is to course correct when KPIs underperform targets and to continually set new targets once existing ones are achieved. Underperformance should

trigger action plans to remedy issues, while successful KPIs illustrate new heights are possible. Setting ambitious yet attainable targets fosters ongoing improvement.

With this rigorous KPI methodology ingrained organization-wide, government agencies can fully harness the benefits of monitoring key metrics. However, the efficiency of this process is profoundly amplified when technology platforms automate and simplify KPI tracking.

Leveraging Technology for Streamlined KPI Tracking

The prevalence of data and [analytics technology](#) has revolutionized KPI tracking with automated systems purpose-built for the task. Government IT leaders realizing the power of KPIs are adopting platforms that:

- Pull data from multiple source systems
- Calculate KPI values automatically
- Provide drill-down analysis capabilities
- Generate insightful visualizations and reports
- Deliver real-time dashboard monitoring
- Offer self-service access to all stakeholders
- Have configurable alerts and notifications
- Integrate advanced analytics like forecasting
- Allow modeling of different target scenarios

With automated solutions, KPI tracking shifts from a manual chore to an always-on effort that empowers data-driven agility. Technology also enhances accessibility for non-technical users while centralizing insights from across Siloed source systems.

Let's explore key capabilities:

Integrated Data Hub

A unified data foundation is vital for consistent KPI tracking across systems. Solutions ingest and integrate data from source systems like HR databases, case management systems, financial systems, citizen feedback surveys and more. IT no longer needs to manually aggregate data sets.

Customizable KPI Configuration

Leading solutions allow central definition of KPI formulas drawing data from connected sources. This enables IT to build customized KPIs aligned to strategic objectives without coding. Users can also configure reporting parameters, targets, responsible owners and analytics needs for each KPI.

Automated Calculation and Monitoring

Once configured, KPI values automatically calculate using real-time data and clearly display on dashboards. No manual tabulation is required. Values instantly update as new data enters the system, enabling continuous monitoring. Alerts trigger when thresholds are breached.

Interactive Visualizations

KPI analytics leap off the page through interactive charts, graphs and geospatial maps. Users can drill down into visualizations to filter KPIs by categories like time, region or department. Visual context makes trends user-friendly to interpret. Users can also customize views.

Scenario Modelling

Forward-looking modeling tools allow users to forecast future KPI values based on assumptions. Leadership can model how potential changes to operations or targets could impact KPIs. This enables scenario planning and estimation of different courses of action.

Operational Analytics

Smart platforms analyze KPI outliers, trends and root causes using statistical methods to provide users explanatory and prescriptive context. This augments internal analysis to sharpen insights. Some solutions even prescribe recommended actions based on analytics.

Collaboration and Commentary

Solutions should facilitate discussion and knowledge sharing around KPI results. Comment streams, task assignment and integrations with platforms like Slack and Teams allow context to be captured. This builds [alignment across the organization](#).

External Stakeholder Access

Public sector platforms enable external stakeholder access through read-only portals. Oversight authorities and citizens can self-serve KPI reports and visualizations without accessing internal systems. This expands transparency.

With automated solutions, the complete KPI lifecycle from data to insights to action happens quickly in one place. And benefits are multiplied when adopting an enterprise platform that covers KPIs across the entire government organization.

Implementing an Enterprise KPI Solution

While individual agencies can drive value from KPI analytics, an enterprise platform that standardized KPI tracking across all departments and public bodies unlocks immense strategic potential. Let's explore key advantages:

Standardization and Consistency

An enterprise platform provides a shared schema that standardizes which KPIs are monitored and how they are defined. This ensures continuity and alignment across all agencies. Strategic goals cascade down to consistent localized KPIs.

Holistic Visibility

With all entities feeding into a unified platform, leadership gains holistic data visibility not possible in siloed systems. Insights can be drilled down to the departmental level or aggregated to see the overall entity perspective. This enables holistic strategic planning.

Cross-Departmental Benchmarking

Shared KPI data allows benchmarking across departments and regions to uncover best practices and pain points. Underperforming groups can emulate high KPI scorers. Healthy competition and collaboration bolsters improvement.

Elimination of Data Silos

Data silos plague government bodies, making organization-wide reporting challenging. An integrated KPI platform built on modern data architecture eliminates siloed data traps. This breaks down information barriers between operating units.

Enhanced Analytics

Sophisticated analytics techniques like [forecasting](#), [predictive modeling](#), and [machine learning](#) gain power with more data points from across the enterprise. Large-scale KPI data amplifies analytical potential for enterprise leaders.

Single Source of Truth

Decision-makers gain one truthful dataset for the whole entity rather than separate versions of the truth in fragmented systems. Enterprise KPI data becomes a single source of truth for guiding strategy.

Government IT Benefits

To realize these benefits at scale, government IT leaders are adopting agile KPI platforms with microservices, open APIs and cloud-native architectures. This alleviates integration hassles while enabling scalability. Let's explore key technology enablers:

Interoperable Microservices

Microservices split software into independently deployable modules aligned to business needs like KPI management, data integration and analytics. This makes platforms enterprise-ready and scalable while allowing flexibility.

Open APIs and Connectors

Platforms should expose open APIs and provide pre-built connectors to smoothly integrate with surrounding government systems at scale. This allows easy yet secure data access without vendor lock-in.

Cloud-Native Foundation

A cloud-native platform built on containers, Kubernetes and serverless computing grants scalable power along with reduced operational overheads. Cloud delivery also enables anywhere access and simplifies upgrades.

Service-Oriented Architecture

KPI platforms should be oriented as a set of shared business services usable across the enterprise rather than a rigid monolithic system. This service-oriented approach makes rollout smoother.

Modern Data Infrastructure

Powerful data ingestion, transformation and warehousing capabilities create a robust data foundation for large-scale KPI tracking. Hybrid transactional/analytical processing (HTAP) also enables speed.

With enterprise-grade architecture, an organization-wide KPI solution future-proofs and amplifies analytical capabilities while taming complexities.

In summary, implementing an enterprise-wide KPI analytics platform allows government bodies to modernize performance tracking across all departments and operating units. This grants leaders unified visibility with shared data and standards to guide strategic decisions across regions and agencies based on hard evidence. The transformational potential of enterprise KPI analytics makes it a worthwhile investment for public sector IT modernization.

Use Cases by Government Function

To provide additional context, let's explore common KPI tracking use cases across different government functional areas:

Human Resources

HR leaders can monitor KPIs like:

- Time to hire
- Recruiting costs per hire
- Training expenditures per employee
- Voluntary turnover rate

- Internal hire rate
- Absenteeism rates
- Employee satisfaction and engagement scores

Tracking HR KPIs enables data-driven workforce planning, talent acquisition and employee experience improvements.

Finance and Administration

Common financial KPIs include:

- Budget vs actuals by department
- Revenue and expenditures trends
- Return on assets
- Accounts payable/receivable cycles
- Grant money awarded and disbursed
- Procurement cycle times

These KPIs oversee budgets, costs, asset utilization and fiscal health.

Public Health and Safety

Health agencies may track metrics like:

- Disease incidence rates
- Immunization rates
- Response times for emergency services
- Healthcare wait times
- Health violations and interventions
- Recidivism rates for offenders

Monitoring these KPIs helps safeguard community health and safety.

Transportation

Transport bodies can track metrics like:

- Road safety indicators
- Infrastructure maintenance backlogs
- Public transit passenger volumes
- Average commute times
- Sustainability metrics like emissions
- Traffic congestion and delays

These KPIs oversee delivery and usage of transportation services and infrastructure.

Economic Development

Key economic KPIs include:

- Unemployment rates
- Job growth
- Number of business licenses issues
- Tourism revenue and visits
- GDP growth
- Investment in innovation hubs

These metrics gauge economic health, business growth and vitality.

Environment

Environmental agencies track KPIs like:

- Air and water quality
- Waste diversion rates
- Energy efficiency
- Carbon emissions
- Conservation area
- Frequency of weather events

Tracking these allows oversight of ecological health and sustainability.

Across all government functions, KPI analytics unearths insights that inform policies, planning and service delivery. The use cases are endless.

Overcoming Implementation Challenges

However, simply investing in KPI technology is not enough. To ingrain enterprise KPI tracking, leaders must address procedural and cultural challenges:

Secure Buy-In at All Levels

Stakeholders across the organization must buy into KPI tracking for it to take hold. Leadership, management and staff should all recognize KPI benefits and provide input into metrics selection to foster adoption. Change management is key.

Define KPIs Collaboratively

Avoid top-down dictatorship of KPIs. Drafting KPIs collaboratively, with every department shaping metrics aligned to their goals, ensures alignment. Subject matter experts must be involved to capture all perspectives.

Provide Training and Support

Smooth user adoption requires training on KPI methodology, the tracking platform and data literacy. Ongoing support and documentation should be provided as users navigate the new way of working. Assign change ambassadors across groups.

Make KPIs Part of Workflows

Build KPI analysis and response into core organizational workflows like [weekly staff meetings](#), monthly reviews and quarterly planning. This habitualizes [data-driven performance management](#).

Communicate KPI Narratives

It's crucial to communicate the "why" and strategy behind KPI use through regular messaging from leadership. This builds buy-in and helps staff contextualize how KPI tracking benefits the [collective mission](#).

Incentivize Usage

Drive adoption by incentivizing teams and managers to meet KPI targets through positive recognition, financial rewards, greater autonomy or other benefits. This motivates [engagement with the process](#).

Govern Data Diligently

Strong data governance must safeguard the quality and reliability of KPI data. Governance policies for security, access, data quality and lifecycle management give stakeholders trust.

Reinforce KPI-Driven Culture

Regular training and messaging should reinforce a culture focused on achieving outcomes based on data insights. This keeps KPIs top of mind over time after initial rollout and embeds it into operations long-term.

With a gradual rollout, stakeholder education and cultural realignment, KPI tracking soon becomes business as usual. The insights uncovered dramatically elevate data-driven decision making across the government enterprise.

Conclusion

This examination illustrates the immense strategic value derivable from ingraining effective enterprise-wide KPI tracking across government administrations. By implementing solutions to automate and enhance the process, leaders gain unprecedented visibility into performance while improving accountability to citizens and oversight bodies. KPIs empower public agencies to proactively address issues, optimize efficiency, allocate resources effectively and refine strategic planning using hard data

rather than hunches. As governments at all levels modernize operations, integrating KPI analytics lays a data foundation that drives transformation well into the future.

Developing Modern Municipal Government Performance Measures

Developing key performance measures in government is an essential part of strategic plan implementation, effective service delivery, the successful roll-out of new initiatives, and ensuring the core functions of local government are running smoothly. When scoped correctly, performance measures can be the compass that guides your local government towards large-scale strategic accomplishments and positive community outcomes.

Performance measurement in local government ought to include measuring program activities or successes (sometimes called *output* measures), the resources used in any given effort (the *inputs*), and the *outcomes* of an effort or plan. [Performance measurement is a best practice](#) that should be used in every local government department.

Municipalities are under a lot of pressure to get things done quickly and correctly, while trying to serve a wide range of people, often with conflicting needs and interests. Doing something efficiently, but not effectively, can have disastrous results in the public sector—and doing something effectively, but not scoped realistically enough or broken down enough over time—can risk urgent changes taking way too long. Having meaningful metrics that measure progress towards specific goals and objectives can ensure your strategies are reaching who they need to reach, and that actions are having their intended effect.

Now, let's look at some of the top local government key performance measures for a modern approach to municipal performance measurement.

50 Modern Municipal Government Performance Measurement Ideas

Resident Satisfaction and Engagement

1. Resident Satisfaction Index – Measure overall satisfaction levels of residents with local government services. Take a look at the City of Irving, TX, and how they measure resident satisfaction in every pillar—from sense of community to sense of satisfaction with infrastructure—on their Future in Focus dashboard!

2. Service Response Time – Track the time taken to respond to resident inquiries and service requests. Keep it simple: if a resident inquiry or request consistently takes a long time (or starts to increase), that's actually great information to have!

3. System Usability Scale – Evaluate your local government’s communication of bureaucratic processes by soliciting community feedback on how usable, or easily accessed, particular features are. How long does it take to do something? Is there a process that can be digitized that hasn’t yet been digitized?

4. Community Events Attendance – How many folks showed up? Who showed up? These are metrics that can be used to improve future events.

5. Social Media Engagement – Tracking the level of engagement on social media platforms can be a great way to see whether or not your city’s plans are getting the kind of buzz you want! Tracking who engages, what they engage with, and how often your content is shared, is a great KPI for indicating interest and engagement levels.

(Sidenote: We recognize the importance of not conflating resident engagement with resident satisfaction. More on that in the Community Trust section below!)

Community Trust

Trust is a difficult concept to measure (once described to me as a “squishy” concept, which I love). Despite its squishiness, local government organizations should be able to consistently measure community trust over time through a set of proxy measures.

Set of suggested municipal measures

The next set of suggested municipal measures are all measured through resident surveys.

1. Overall Trust – Using a survey question such as *“How much do you trust the city?”* with a scale (ideally a 5-point scale) of available answers and an optional free-form text area for a short explanation of the answer given can be a useful way to get a baseline measure of trust. Survey respondents will likely use the open-ended space to air grievances or speak about specific events, but these are all part of the process of learning to listen and measure trust with your residents.

2. Competence – Ask residents how they would rate the quality of services provided by the city; again, using a 5-point scale. Low levels of perceived competence generally indicate low levels of trust in the ability of the city to carry out their plans, or low levels of trust in the city being able to handle challenging situations or crises.

3. Openness and Inclusion – This is a measure of the perception of how well, or how much, the city includes residents in its decisions. Ask *“How much is the City willing to show you behind-the-scenes?”* Municipal governments that want to score well in this area should be fostering two-way communication with stakeholders, where relevant and usable information is provided, and interaction is fostered as a means to improve transparency, accountability, and engagement.

4. Reliability – Ask “*How much can you rely on the City to do what it says?*” The reliability construct of trust addresses the ability of the local government to minimize uncertainty in the economic, social and political environment of their residents, and to act in a consistent and predictable manner.

5. Helpfulness – Ask “*How useful and helpful is the information that you receive from the city?*” This is a measure of the perception of how effectively the city or county is keeping residents informed about issues facing the community.

Financial Performance

1. Budget Execution Rate – This refers to the amount of the original budget implemented. How much was actually spent? Measuring the rate of budget execution is a good tool for problem solving; by regularly checking to see if the budget is actually being spent in any given area, you can prevent problems like uneven implementation. Benchmarking can really help with this (what’s your budget execution rate compared to municipalities that you aspire to be more like? Or those that are similar to you?)

2. Input to Output Ratio Measurement – Simply put, dividing the output by the input. Referred to as I-O in macroeconomics, this is a classic efficiency and productivity measure; how much is going in, and how much is coming out? This is a key step in outcomes-based budgeting.

3. Debt per Capita – Debt in government is a tricky thing. Often blasted as a thing to avoid at all costs, utilizing municipal debt can actually be a valuable strategy in accomplishing plans. It’s important to measure things like bond to debt ratio, and benchmark your debt relative to other local governments. **4. Increases in Taxable Value per Dollar** – Measuring the shifts and changes over time in how much value is generated through each taxable dollar.

5. Grants and Funding Acquisition – This measures the success rate of obtaining grants and external funding. This can help you determine how much time is worth spending on trying to snag those grants in the first place.

Public Safety and Security

1. Crime Rate – A commonly used municipal performance measure is the number of reported crimes per capita. It is important, however, to split out the types of crime being reported (violent crime versus property-based crime), and canvas a wide area to avoid negative bias disproportionately impacting areas with higher-rates of poverty. For instance, areas with high rates of poverty are likely to result in higher rates of desperation, inequality, and will therefore have higher rates of needs-based crimes.

2. Emergency Response Time – Evaluate the efficiency of emergency services in responding to crises.

3. Cybersecurity Preparedness – A preventative measure that assesses the level of preparedness against cyber threats and attacks: this can be assessed internally, through measurements such as number of hardware updates.

4. Traffic Accident Rate – Monitor the number of traffic accidents per capita.

5. Feelings of Safety – You can engage your community in a collaborative process and solicit ongoing feedback on how they feel about the public safety services provided in your community.

Infrastructure and Public Works

1. Number of Preventative Maintenance Projects – All infrastructure gets a lot of wear and tear on its use over the years, and data-driven infrastructure maintenance is a game changer. Local governments may choose to do preventative maintenance – either by routinely maintaining something on a set schedule, or maintaining something if certain conditions are met (“It was a particularly rainy season, and we know this road had small potholes already, so let’s repair them now.”)

2. Green Initiatives Adoption – Monitor the implementation of environmentally friendly policies and programs.

3. Parks and Recreational Facilities Satisfaction – Evaluate resident satisfaction with local parks and recreational facilities through a survey, or through an analysis of how often these services are being used.

4. Water Usage: This can be measured either as gallons of drinking water produced daily, or by residential water usage.

5. Energy Consumption Reduction – Track efforts to reduce overall energy consumption. One place to start is in buildings already owned and used by the city; measuring a tangible energy reduction in government buildings will help iron out any kinks before you start measuring this across your city.

Community Development

1. Graduation Rate – Track the percentage of students graduating from local educational institutions.

2. Poverty Rate/Supplemental Poverty Measure – Statistics on poverty are usually deflated. Many statisticians and advocates argue that only measuring by the poverty line doesn’t adequately capture data on the number of people living very close to the brink of total financial destitution;

3. Childcare Services Availability – Measure the availability of childcare services for local families. One way to determine this is to see how close the most affordable childcare service is.

4. Cultural Diversity Index – Evaluate the level of cultural diversity within the community—one method could be starting by counting how many cultural institutions are available to members of different communities, and then systematically surveying those institutions (separate surveys for attendees and leadership) on how satisfied they are with those services. Another way is to survey all neighborhoods generally, and ask if they feel comfortable identifying their background, and if they feel their culturally specific needs are met or able to be expressed in their community.

5. Number of Accessible Housing Options – Increasing low-cost and accessible housing that promotes community is a metric that you’ll want if you intend to measure either long-term or short-term moves towards promoting aging in place, or ensuring people with disabilities can still thrive and participate in their communities.

Public Health Performance Measures

1. Health Insurance Coverage – This KPI measures the percentage of the resident population covered by health insurance.

2. Individuals Experiencing Homelessness – Tracking your local government’s current tactics towards those suffering homelessness is a key component in responding compassionately and effectively.

3. Public Health Program Participation – How many residents participated or attended public health programs and initiatives? How many public health programs were held?

4. Number of Immunization Clinics – Combatting vaccine disinformation involves a public health department that is mobilized and able to be integrated into the community. Checking how many immunization clinics are being used can help public health officials get a clearer idea of what’s needed to ensure accessibility.

5. Mental Health Support Availability – Assess the accessibility of mental health services for residents.

Education and Culture

1. Public Library Usage – Measures the number of visitors and resources borrowed from public libraries. Denver Public Library measures things such as number of active cardholders, circulation per capita, and new library users!

2. Arts and Culture Events Attendance – Measure resident attendance and participation in cultural events and festivals. An additional metric to measure is the

demographic of residents participating in which activities: how many people attend free events vs paid events?

3. Number of Educational Opportunities for Language Minorities – Monitor the number of non-English speaking educational programs and workshops.

4. STEM Education Support – Track support and initiatives for science, technology, engineering, and mathematics education.

5. Arts and Culture Program Funding – Arts and culture tends to be supported by a combination of private donorship and funding. Tracking the amount that comes in, and from where, will help you refine your granting “ask” when it comes time to reapply. In sum – measure the funding allocated to support arts and cultural programs, including diverse or minority arts programs.

Economic Development

1. Unemployment Rate – Number of people in a community who are unemployed. Another good metric for this is measuring how many residents are part-time workers, or precariously employed. The type of employment opportunities available to residents is an important indicator of economic health in a community.

2. Jobs Created — Measure the rate of new job opportunities being created.

3. Business Vacancy Rate — Number of businesses that opened or closed during a fiscal year.

4. Business License Issuance – Measuring how many licenses are issued, or how long it takes to get one, might help you see obstacles to young business owners. This information can help you diversify your city’s economic portfolio. Simply track the time taken to issue business licenses. Have a look at Clayton County’s Public Dashboard, where they track things like the Number of Business Licenses issued to Women and Minority Owned Businesses.

5. Number of Entertainment and Restaurant Businesses – Tourism activity and availability of local entertainment options provides useful indicators of the economic well-being of a community. Measuring the development – or loss – of these spaces is an important metric for ensuring longevity of a community.

Conclusion

These are some of the most important, and increasingly common, local government KPIs and municipal government performance measures. By tracking these, municipalities can focus on areas that matter the most for their communities—and improve where necessary!

Tracking these metrics regularly empowers local governments to identify strengths, address weaknesses, and work towards creating a better and more sustainable future for their residents.

Each of these metrics plays a vital role in ensuring the effective functioning and prosperity of the community, leading to a happier, healthier, and more humane society.

APPENDIX

Municipal Performance Index Assessment Framework

SERVICES

Education

- Vacancy of Teachers
- Pupil-Teacher Ratio
- Expenditure

Health

- Primary Healthcare Institutions
- Vacancy of Doctors
- Expenditure
- Community Healthcare Workers

Water & Waste Water

- Household with Piped Connection
- Water Supplied
- Wastewater Treatment
- Storm Water Drainage
- Sewerage Network

SWM & Sanitation

- Garbage Collection

- Street Cleanliness
- Waste Disposal
- Waste Treatment
- Sewage Treatment Capacity
- Household Sewer Connection

FINANCE

Revenue Management

- Own Revenue vs Total Revenue
- Tax Revenue vs Own Revenue
- Tax Coverage Efficiency
- Properties Mapped on GIS
- Tax Collection Efficiency
- Review of Property Tax
- Last Revision
- Accounting System
- Alternate Sources of Financing
- Budget Efficiency

Expenditure Management

- Central Grant Expenditure Efficiency

- State Grant Expenditure Efficiency
- Capital Expenditure
vs Total Expenditure
- Establishment Exp. vs Total Exp.
- Salary Expenses vs Total Own Rev.
- Preparation of Budget Estimate
- Capital Expenditure per capita
- Establishment Expenditure per capita

Fiscal Responsibility

- Participatory Budgeting
- Budget Variance
- External Audit
- Data Sharing
- Internal Audit
- Publication of Audits

Fiscal Decentralization

- Tax Collection Powers
- Borrowing Powers
- Credit Rating

TECHNOLOGY

Digital Governance

- e-Governance Initiatives
- Command and Control System
- Number of e-tenders
- Value of e-tenders
- Open Data Policy
- Presence of CDO
- City-data Alliance
- Presence on Open Data Portal Digital

Access

- Internet Access
- Usage

Digital

Literacy

- Number of People Trained
- Digital Literacy Programmes
- Number of Centres

PLANNING

Plan Preparation

- Development Plan
- Plan on GIS Platform
- Planning by Town Planners
- Town Planning Schemes

Plan Implementation

- Land-titling Law
- Land-pooling Law
- Single-Window Clearance
- Green Buildings

Plan Enforcement

- Plan Violations
- Plan Efficiency

GOVERNANCE

Transparency & Accountability

- Disclosure of Assets
- Budget Publication
- Publication of Performance Reports
- Environmental Status Report
- Corruption Cases Against Employees

Human Resource

- Adequacy of ULB staff
- Leadership Stability
- Gender Equality
- Average Tenure of Mayor
- Direct Election of Mayor

Participation

- Voter Turnout

- Local Representation
- Community Involvement

Effectiveness

- Citizen Charter
- Establishment Exp per Employee
- Capacity Building
- Presence of Ombudsman

S.No.	INDICATORS	UNIT	NUMERATOR	DENOMINATOR
1. SERVICES				
1.1. EDUCATION				
	Is education as a function performed by the ULB? If Yes	YES OR NO		
1	Vacancy of Teachers in municipal schools	PERCENTAGE	Actual staff strength of teachers in municipal schools	Total sanctioned staff strength of teachers in municipal schools
2	Pupil-Teacher Ratio	RATIO	Total number of students in municipal School	Total number of teachers (on roll) in municipal School
3	Deviation of expenditure on education from average	SCORES	Expenditure on education by the ULB	Total budget of the ULB
1.2. HEALTH				
	Is health as a function performed by the ULB? If Yes	YES OR NO		
4	Number of municipal primary healthcare institutions	RATIO	Number of municipal primary healthcare institutions	per lakh of population

5	Vacancy of doctors, lab assistants and nursing staff in municipal hospitals	PERCENTAGE	Actual staff strength of doctors, nurses and lab assistants in municipal hospitals	Total sanctioned staff strength doctors, nurses and lab assistants in municipal hospitals
6	Deviation of expenditure on healthcare from average	SCORES	Expenditure on healthcare by the ULB	Total budget of the ULB
7	Number of community healthcare workers	RATIO	Number of community healthcare workers	per lakh of population
1.3. WATER AND WASTEWATER				
	Is water supply as a function performed by the ULB? If Yes	YES OR NO		
8	Total Household covered by piped connection	PERCENTAGE	Total Household covered by piped connection	Total number of Households in ULB
9	Deviation of total water supplied from service level benchmark		Total water supplied in lpcd	
10	Number of households with metered water supply connection	PERCENTAGE	Total number of households with metered water supply	Total number of Households in ULB
11	Amount of wastewater treated	PERCENTAGE	Amount of wastewater treated	Total water supplied
12	Coverage of storm water drainage network	PERCENTAGE	Length of storm water drains	Total road length
13	Coverage of sewerage network	PERCENTAGE	Length of sewerage network	Total road length
1.4. SWM AND SANITATION				
14	Garbage Collection: Percentage Coverage of area (wards) under door-to-door collection system	PERCENTAGE	To be taken from Swachh Survekshan scores	

15	Street Cleanliness: Percentage of commercial areas undertaking daily sweeping and cleaning	PERCENTAGE		

16	Waste Disposal: Percentage of collected waste transported to processing unit for disposal within the same day	PERCENTAGE		
17	Waste Treatment: Percentage of wet waste treated either by decentralized or centralized planning?	PERCENTAGE		
18	Total Sewage treatment capacity of the ULB	PERCENTAGE	Total Sewage treatment capacity of the ULB	Total sewage generated in the ULB annually
19	Total number of households connected to sewerage network	PERCENTAGE	Total number of households connected to sewerage network	Total number of Households in ULB

1.5. REGISTRATIONS AND PERMITS

20	Registration Efficiency: a. Birth certificates b. Death certificates	SCORES	Average number of days in which (a) birth and (b) death certificates are issued (application to issue date)	
21	Online Registration: a. Birth certificate b. Death certificate	PERCENTAGE	Number of (a) birth registrations and (b) death registrations completed online	Total number of birth registrations
22	ease of obtaining permits	SCORES	Average number of days in which building, and construction permits	

			are issued (application to issue date)	
23	Online issuance of building and construction permit registrations	PERCENTAGE	Number of building and construction permits completed online	Total number of building and construction permits issued
24	Number of licenses awarded by the municipality	SCORES		
25	Online Presence of Licenses: Number of licenses with online application facility as a proportion of total licenses awarded by municipality	SCORES		
1.6. REGISTRATIONS AND PERMITS				
26	ULB roads provided with street lights	PERCENTAGE	Road length of ULB provided with street lights	Total road length under ULB operation and maintenance
27	ULB street lighting with LED	PERCENTAGE	Total no. of street light poles with LED under ULB	Total no. of street light poles under ULB
28	Deviation of expenditure on road maintenance (carriage width, footpath, cycle tracks, and on-road parking areas)	SCORES		
29	Road Density	RATIO	Total length of the road	Total municipal area
30	Footpath density	RATIO	Total length of footpaths	Total length of roads

31	Community services a. Community Centre b. Crematorium c. Parks d. Music, dance and drama centre e. Recreational Club f. Care centre for physically / mentally challenged	SCORES	Number of Community centre Number of Crematorium Number of Parks Number of Music, dance and drama centre Number of Recreational Club Number of Care centre for physically / mentally challenged	per lakh of population
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	g. Burial grounds/Cremation ground h. Fitness centres/GYM i. Working women - men hostel j. Night Shelter k. Old Age Home l. Orphanage/ Children's Centre		Number of Burial grounds/Cremation ground Number of Fitness centres/GYM Number of Working women - men hostel Number of Night Shelter Number of Old Age Home Number of Orphanage/ Children's Centre	
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2. FINANCE

2.1. REVENUE MANAGEMENT

32	Own Revenue Vs Total revenue (three-year average)	PERCENTAGE	Own Revenue of your ULB (in Rupees)	Total revenue of your ULB including grants (in Rupees)
33	Tax Revenue Vs Total Own Revenue (three-year average)	PERCENTAGE	Tax Revenue of your ULB (in Rupees)	Total Own Revenue of your ULB (in Rupees)
34	Tax coverage Efficiency	PERCENTAGE	Number of properties covered under the tax net	Total properties within the municipality
35	Properties mapped on GIS	PERCENTAGE	Total properties mapped on GIS	Total properties
36	Tax Collection Efficiency (three-year average)	PERCENTAGE	Total amount of property tax collected (out of billed for previous financial year)	Total amount of property tax billed by ULB in the

			by ULB (in Rupees)	previous financial year (in Rupees)
37	Is the municipality mandated to review property tax rates from time to time as per the applicable Municipal Act?	YES OR NO		
38	If yes, when was the last revision due as per the Act? Has it been carried out? And when?	POINT MARKING		
39	Accrual Based Double entry accounting system	YES OR NO	Whether Accrual Based Double entry accounting system implemented in your ULB?	
40	Alternate sources of financing raised by ULB (PPP, Municipality bonds, CSR, Land Monetisation, Open Market Borrowings, Value Capture Finance, External Financing)	PERCENTAGE	Earnings from alternate sources of financing	Total earnings
41	Budget Efficiency for the last three years	DIFFERENCE	Actual Revenue (Revised Estimates)	Budgeted Revenue
2.2. EXPENDITURE MANAGEMENT				
42	Central Grants Expenditure Efficiency (three-year average)	PERCENTAGE	Amount of central grants spent	Amount of central grants received
43	State Grants Expenditure Efficiency (three-year average)	PERCENTAGE	Amount of state grants spent	Amount of state grants received
44	Capital Expenditure Vs Total Expenditure (three-year average)	PERCENTAGE	Total Capital Expenditure of your ULB (in Rupees)	Total Expenditure of ULB
45	Establishment Expenditure Vs Total Expenditure (three-	PERCENTAGE	Total Establishment Expenditure of your ULB (in Rupees)	Total Expenditure of ULB

	year average)			
46	Salary Expenses Vs Total Own Revenue (three-year average)	DIFFERENCE	Total Own Revenue of your ULB (in Rupees)	Salary Expense of your ULB (in Rupees)
47	Preparation of Budget Estimate	YES OR NO	Whether Budget Estimate are being prepared in the last three years?	
48	Capital Expenditure per capita	RATIO	Total Capital Expenditure of your ULB (in Rupees)	Total population of city
49	Establishment expenditure per capita	RATIO	Total Establishment Expenditure of your ULB (in Rupees)	Total population of city

50	Budget Deficit / Surplus (three-year)	PERCENTAGE	Percentage of Budget Deficit / Surplus for the last three years	
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2.3. EXPENDITURE MANAGEMENT

51	Participatory Budgeting	PERCENTAGE	Percentage of ULB budget allocated through participatory budgeting (direct citizen inputs)	
52	Budget Variance	DIFFERENCE	Actual Expenditure	Budgeted Expenditure
53	External Audit (last three years)	YES OR NO	Existence of externally audited financial statements (last three years)	
54	Data Sharing	YES OR NO	Availability of latest data on financial and operational parameters	
55	Internal Audit	YES OR NO	Whether Internal Audits or controls and risk conducted last fiscal or not (and presence of such docs)	
56	Publication of Audited Accounts	YES OR NO	Whether audited accounts (internal and external) have been published for the last three years?	

2.4. EXPENDITURE MANAGEMENT

57	Tax Collection Powers	YES OR NO	Does the municipality have power to set and collect the following revenue sources - property tax, local body tax,	
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			professional tax, advertisement rights, entertainment tax and any other? (Y/N)
58	Borrowing Powers	YES OR NO	Does it have powers to borrow and invest funds without State approval (including under debt-limitation policies)?
59	Credit Rating	SCORES	What is the credit rating of your municipality?
3. TECHNOLOGY			
3.1. DIGITAL GOVERNANCE			
60	<p>Does the ULB have the following e-governance initiatives:</p> <p>a. Web Portal (Y/N)</p> <p>b. Online Public Service Delivery (Services provided online as a proportion of total Services provided)</p> <p>c. Online Public Service Delivery on Mobile (Services provided via mobile as a proportion of total Services provided)</p> <p>d. Online Grievance Redressal (number of grievances received online as a proportion of total grievances received)</p> <p>e. Online Grievance Redressal on Mobile (Services provided via mobile as a proportion of total Services provided)</p>	POINT MARKING	

61	How many of your services are being managed through a command and control system? E.g. SCADA, ICCC etc.	POINT MARKING	How many of your services are being managed through a command and control system out of water, wastewater, traffic management, streetlights, environmental pollution, flood monitoring, grievance redressal, SWM, revenue collection, MIS?	
62	Number of tenders finalized through e-tendering in the last financial year	PERCENTAGE	Total number of tenders finalized through e-tendering in the last financial year	Total no of tenders finalized in last financial year
63	Value of tenders finalized through e-tendering in the last financial year	PERCENTAGE	Total value of tenders finalized through e-tendering in the last financial year	Total value of tenders finalized in last financial year
64	Does the city have an open data policy?	YES OR NO	Does the city have an open data policy?	
65	Has the city appointed a city data officer (CDO)?	YES OR NO	Has the city appointed a city data officer (CDO)?	

66	Has the city formed a city data alliance?	YES OR NO	Has the city formed a city data alliance?	
67	Does the city have presence on an open data portal?	YES OR NO	Does the city have presence on an open data portal?	
3.2. DIGITAL ACCESS				
68	Internet Access	PERCENT AGE	Number of Wi-Fi hotspots provided by municipal corporation or smart city company	Total municipal area
69	Average number of Wi-Fi users per hotspot provided by municipal corporation or smart city company	PERCENT AGE	Number of Wi-Fi users per hotspot provided by municipal corporation or smart city company (measured by no. of registrations)	Total population
3.3. DIGITAL LITERACY				
70	Does the municipality run digital literacy programmes?	YES OR NO	Does the municipality run digital literacy programmes?	

71	Number of digital literacy centres created	RATIO	Number of digital literacy centres created	per lakh of population
72	Number of people who have completed digital literacy courses provided by municipality or smart city company as a percentage of total population in slums	PERCENT AGE	Number of people who have completed digital literacy courses provided by municipality or smart city company	Total population in slums
4. PLANNING				
4.1. PLAN PREPERATION				
73	Does the city have an updated development plan? (Updated in the last ten years)	YES OR NO	Master plan/City Development Plan made or not	
74	Is the current development plan of the city built on a GIS platform?	YES OR NO		
75	Is the development plan preparation and implementation done by qualified town planners?	YES OR NO		
76	Does the MC follow the practice of local area planning? Has the town planner implemented plan through town planning schemes (TPS schemes)? If yes, then how many were implemented over the last three years?	POINT MARKING		
4.2. PLAN IMPLEMENTATION				
77	Land-Titling Law	YES OR NO	Does the municipality have a land titling law?	
78	Land-Pooling Law	YES OR NO	Does the municipality have a land pooling law?	
79	Single-Window Clearance	YES OR NO	Is there a single-window clearance in place for building and construction projects (that take affirmative action like affordable housing)?	

80	Does the city incentivise green buildings?	YES OR NO		
4.3. PLAN ENFORCEMENT				
81	Plan Violations	RATIO	Plan violations	Total plans sanctioned
82	Penalty Efficiency	RATIO	Penalties levied on plan violations	Violations detected in the last year
83	Land under encroachment	PERCENT AGE	ULB land under encroachment (Acres)	Total municipality area
5. GOVERNANCE				
5.1. TRANSPARENCY AND ACCOUNTABILITY				
84	Disclosure of Assets	YES OR NO	Are the elected and government officials mandated to disclose their income and assets?	
85	Budget Publication	YES OR NO	Has the municipality published its budgets and accounts in the last three years?	
86	Publication of Performance Reports	YES OR NO	Are service-level performance reports regularly published publicly by the municipality every year?	
87	Published of environmental status report	YES OR NO	Has the municipality published an environmental status report with action plans for the last three years	
88	Number of municipal employees charged under corruption cases in the last year	PERCENT AGE	Number of municipal employees charged under corruption cases in the last year	Total municipal employees
5.2. HUMAN RESOURCE				
89	Adequacy of ULB staff	PERCENT AGE	Actual staff strength	Sanctioned staff strength
90	Gender Equality	SCORES	Deviation of the percentage of women in municipality workforce from the norm	
91	Leadership Stability	SCORES	Number of Commissioners in the last five years	
92	Average tenure of mayor in the last five years	SCORES	Mayor tenures over the last five years	
93	Is the mayor directly elected?	YES OR NO		
5.3. PARTICIPATION				

94	Voter Turnout: Voter turnout in municipal elections	PERCENT AGE		
95	Local Representation	RATIO	Number of local officials elected	per lakh of population
96	Community Involvement	RATIO	Number of Municipal Ward Committees formed	Total number of wards
5.4. EFFECTIVENESS				
97	Citizen Charter	YES OR NO	Whether ULB has a Citizen Charter?	
98	Establishment Expenditure vs Total Human Resources	VALUE	Total establishment expenditure of ULB in Rupees in last financial Year	Total human resources (including contractual)
99	Capacity building	PERCENT AGE	Total staff trained during the year	Total staff
100	Presence of Ombudsman	YES OR NO	Presence of an ombudsman for service level related queries and grievance redressal	



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MUNICIPAL PERFORMANCE MEASUREMENT

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Web Site: www.icmd-cidm.ca; Editor: Sébastien Hamel; Writer: Peter Bracegirdle

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Sébastien Hamel, Regional Manager for Asia

International Centre for Municipal Development Federation of Canadian Municipalities, Ottawa, Ontario
Canada, K1N 5P3

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Mary King: Mary King is a professional writer and researcher based in Toronto. She comes to Envisio with a Masters Degree, where she researched the relationship between the disappearance of urban public spaces, and high level decision-making processes in local governments.

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