



THE SINDES PROGRAM

www.sindes.org

2019

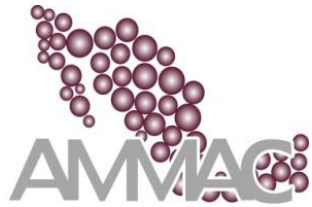
Coordinated and Operated by
ICMA- México/Latinoamérica
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ICMA-ML

A WISH FOR MEASUREMENT

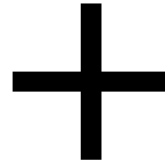
- End 2000: municipalities expressed a necessity to generate standards to compare their performance
- Municipalities become in the first institutional actor interested in this topic and analyze it seriously
- SOME QUESTIONS AMONG MUNICIPALITIES:
 - With who can I compare my performance?
 - Who is the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

THIS RESTLESSNESS RESULT IN:



Mexican Association of Municipalities

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



The ICMA logo consists of the letters 'ICMA' in a bold, blue, sans-serif font, with a small square icon to the left of the 'I'.

Leaders at the Core of Better Communities

Sección Latinoamérica



The ICMA logo is identical to the one above, featuring the letters 'ICMA' in blue with a small square icon to the left of the 'I'.

RESULTS NETWORKS

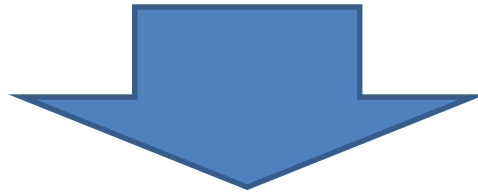
Center for Performance Measurement



1. Established 1994
2. More than 150 US and Canadian cities participating in 2001

AMMAC-ICMA BRING TOGETHER...

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



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

This efforts developed...

SINDES

(Performance Measurement System)



- Released in 2002
- Management tool to measure and evaluate municipal performance through 50 indicators. Now it operates 108 indicators.
- Help for decision makings
- Conduct to increase efficiency and effectiveness for a better public services operations
- **Transparency and accountability**

MAINLY

TO HELP MUNICIPALITIES TO SET UP
ITS OWN INDICATORS SYSTEM

MAIN UPDATES

- 2004 - Recognition stimulus were introduced (“carrot”) according with achievements
 - 2008 - Re-name areas
 - 2011, 2013 and 2016 – More indicators were added
 - 2016 - Re-name areas
 - 2019 - Indicators of the Sustainable Development Goals (ODG) were added
-

WHAT DO WE HAVE TODAY?

- Each municipality participate voluntarily
- Now conformed by 70 indicators measured biannually and annually
- Reconfiguration of recognition stimulus
- 55 municipalities have participated
- 16 indicators are equal to those ones of the Sustainable Development Goals (ODG) and 20 are equal or similar to those operated by the World Council on City Data (WCCD) and

SINDES INDICATORS BY TOPIC

TOPIC	CIDE	NUMBER OF INDICATORS	BIANNUAL FREQUENCY	ANNUAL FREQUENCY
Administration and Operation	AO	3	2	1
Water and Sewer system	AD	2	1	1
Public Lighting	AL	2	2	0
Solid Waste	RS	3	3	0
Enviroment	AM	6	2	4
Movility and Roads	MV	12	7	5
Finance	FI	10	1	9
Public Safety	SC	16	13	3
Urbanity and Planning	UP	6	2	4
Human Resources	RH	6	2	4
Vehicle Fleet	FV	4	2	2
TOTAL		70	37	33

2019 INVOLVED MUNICIPALITIES



SINDES CHARACTERISTICS

- Link to a purpose (Measure article 115 Federal Constitution, related with municipalities)
- Clear operational rules (guidebook)
- Clear definition of the indicators (description sheet)
- Clear mechanisms to report results



Still under constant improvements

EXAMPLE OF THE REPORT RELEASED EVERY SIX MONTHS

Reporte de Resultados

SINDES ©

1er Semestre

2017

www.sindes.org



El Programa SINDES es operado y
coordinado por: ICMA-ML

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ICMA-ML
México/Latinoamérica



AREA: ADMINISTRACIÓN / OPERACIÓN

1AO. RELACION DEL GASTO ADMINISTRATIVO CONTRA LOS INGRESOS PROPIOS								
MUNICIPIO	2009	2010	2011	2012	2013	2014	2015	2016
Acapulco					206.9%	267.5%	208.7%	292.6%
Ags			74.6%	74.9%				
Atizapán	65.2%	139.6%	86.2%					
Badiraguato		509.9%	439.4%	ND				
Chihuahua	129.1%		82.6%	73.9%	65.5%	128.3%	65.4%	64.1%
Corregidora					146.1%	130.9%	22.9%	102.4%
Guadalajara	193.8%	ND	ND					
Guasave		111.3%	ND					
Hermosillo	182.4%	161.6%	154.1%					
Juárez					176.1%			
León				101.3%	101.6%			
Mazatlán								163.8%
Mocorito		99.3%	ND					
Monterrey	56.7%			16.7%	17.3%			
Navolato		83.2%	86.6%	ND	506.2%	401.5%	352.9%	
Nogales	152.7%							
Puebla	135.6%	131.1%	126.5%	145.6%	111.6%	103.6%	118.2%	109.4%
Querétaro								21.2%
S. Alvarado		261.3%	396.3%	61.4%				
S. Catarina				119.4%	180.4%	242.9%	196.5%	181.5%
San Nicolás	115.9%	102.6%	70.4%	ND	63.5%	64.6%	56.9%	57.7%
San Pedro	142.27%	133.2%	142.2%					
Tecpan						1,535.3%*		
Torreón	133.8%					152.1%	187.7%	105.0%
Tulancingo					252.9%	248.9%		
Uruapan				ND				
PROM.	123.5%	173.3%	165.9%	84.8%	166.2%	193.4%	151.2%	122.0%

INDICADOR DE FRECUENCIA ANUAL

Notas:

1. A partir del 2012 el concepto de Gasto Administrativo fue modificado para considerar lo definido por la armonización contable. Dado que muchos municipios mexicanos siguen en la etapa de migración contable, se sugiere tomar con reservas los resultados del 2012, debiéndose mostrar resultados más sólidos a partir de 2013.
2. El resultado de Tecpan para 2014 no fue considerado para obtener el promedio al sobrepasar por mucho el máximo histórico para un municipio. Dicho resultado es correcto.

RANGO HISTÓRICO (de Promedio)*

Mínimo	Máximo
77.9%	193.4%

* El rango histórico es definido con resultados promedios obtenidos desde el año en que fue creado el indicador.

AREA: ALUMBRADO

1AL - GASTO EN CONSUMO ELÉCTRICO EN ALUMBRADO PÚBLICO RESPECTO A INGRESOS PROPIOS				
MUNICIPIO	2013	2014	2015	2016
Acapulco	7.9%	8.0%	ND	4.4%
Chihuahua	10.0%	10.9%	10.9%	10.2%
Corregidora	5.0%	3.9%	3.2%	3.1%
Juárez	16.9%			
León	15.8%			
Mazatlán				12.3%
Monterrey	9.1%			
Navolato	28.8%	20.1%	17.6%	
Puebla	14.5%	4.9%	6.9%	7.1%
Querétaro				4.9%
S. Catarina	12.6%	11.6%	14.0%	13.5%
San Nicolás	15.7%	15.5%	20.5%	15.1%
Tecpan		51.9%		
Torreón		11.9%	16.7%	ND
Tulancingo	ND	12.3%		
PROM.	13.6%	15.1%	12.8%	8.8%

INDICADOR DE FRECUENCIA ANUAL

Notas:

- Indicador incorporado en 2013.

RANGO HISTÓRICO
(de Promedio)*

Mínimo	Máximo
8.8%	15.1%

SINDES BENEFITS

- It serves as a guideline to strength the municipal PM models
- Governments receive two biannual reports, which helps to take better decisions
- Helps on having a common language among participants
- Each indicator Description Sheet is aligned with the rules established by federal authorities
- Defines general guidelines on data collection & handling
- Introduces the need to have a department responsible to coordinate the efforts on measuring and evaluation
- Opportunity to learn of each other

**FOR MORE INFORMATION AND TO
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www.icmaml.org



Or write to:

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www.icmaml.org

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