

VNG
Inter
national

International Cooperation Agency of
the Association of Netherlands Municipalities

COMMITTED TO STRENGTHENING DEMOCRATIC LOCAL GOVERNMENT WORLDWIDE

Municipal Benchmarking

NEXPO

10 March 2011

This presentation

- About VNG International
- The benchmarking model
- Making benchmarking work
- Pitfalls and limitations
- Benchmarking and local government associations

Definition

Municipal Benchmarking is the comparison of processes and achievements with that of other organisations in order to identify and implement ways to improve performance.

Purpose

Main purpose:

- Learning for improvement

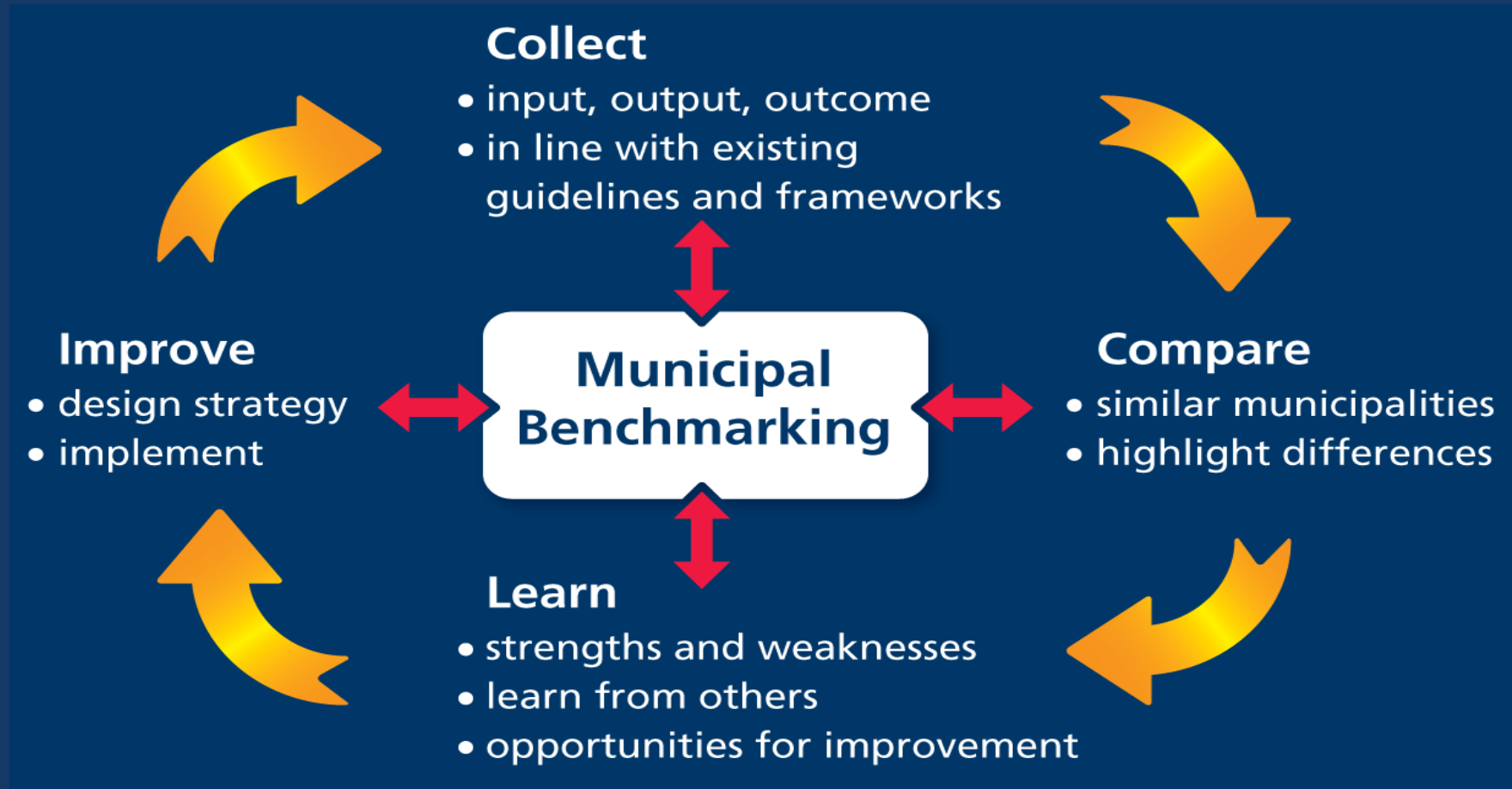
Secondary purpose:

- Accountability to inhabitants
- Monitoring for management

Not the purpose:

- Answering to national government

The benchmarking cycle



The benchmarking cycle



Welcome Sam Logout

Progress ■ ■ ■ ■ ■

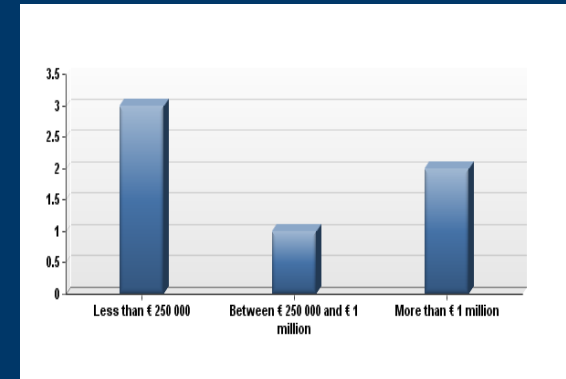
1. Leading by example

"Makes a positive personal impact"

	Never	Rarely	Sometimes	Often	Very Often	Always
Takes difficult decisions and measured risks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Follows through on the promises and commitments that he or she makes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Encourages feedback or constructive criticism of her/his own performance or ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tackles poor performance or inappropriate behaviour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

How does this person help to Keep It Simple?

I identify the really important issues that will have most impact and prioritise team objectives to align with the corporate strategy



10 steps to build a benchmark

1. Define the subject
2. Involve stakeholders
3. Develop the questionnaire
4. Approach participants
5. Data gathering
6. Benchmarking report
7. Circles of comparison
8. Final report
9. Implementation
10. Next benchmarking cycle

What is needed

- Political support
- Support of the municipal management
- Willingness to learn
- Strive toward transparency
- Availability of comparable information

Pitfalls and limitations



Municipal taxation benchmark

Presentation of outcomes of mini-benchmark on municipal taxes and levies at NEXPO

Local government associations

This way of benchmarking suits local government associations well:

- It is not about control
- Members learn from each other
- Results are easy to disseminate
- It is a well-defined service