Learning Project
Outcome Measurement
in Local Governance Programmes



#### Annexe 1 – Indicators' clouds

The "indicators' clouds" proposed below compile the main indicators extracted from the case studies that served as a base for this analytical paper on Outcome Measurement.

The first cloud proposes a summary of the 5 following clouds and compiles the main fields of observation used by the OM of the case studies.

The **five main clouds** are organised along *the five good governance principles* and rely on the following logic:

- > THE GOOD GOVERNANCE DIMENSION covered by the cloud is indicated in capital letters and black font.
- > "WHAT" is being measured/monitored or the THE FIELD OF OBSERVATION is given in capital letters and blue font. The use of lighter blue refers to sub-categories of the main fields of observation.
- > "How" it is being measured or "under which perspective is the field of observation considered" is indicated in lower cases. The size of the font distinguishes between Outcome and Output level, with the former indicated in larger font.

Some words of caution are nevertheless necessary:

- As stated above, the indicators contained in the clouds are extracted from the selected case studies and are therefore not meant to be comprehensive. On the other hand they already provide some indications on what are traditional "fields of observation" and as a basis for further elaboration.
- In the same vein, it is also worth mentioning that the programmes under study have different focuses and it therefore proved difficult to draw a clear "border line" between "output level indicators" and "outcome level indicators". Their final "categorization" and use therefore depends on the specificities of each project and on the exact focuses and scope of their intervention.

MONITORING

PARTICIPATORY BUDGETING

PROCUREMENT PROCEDURES

**BUDGET** 

REPORTING

FINANCIAL TRANSACTIONS

STRATEGIC PLANS

**PUBLIC SERVICES** 

TRANSPARENCY

**PLANNING** 

**PERFORMANCE** 

**ACCESS TO INFORMATION** 

INTER-MUNICIPAL

ACCOUNTABILITY

BENCHMARKING

**INFORMATION STRATEGY** 

FINANCIAL MANAGEMENT

**PUBLIC CONSULTATIONS** 

PUBLIC DISCUSSIONS

LG COMMITTEES

PARTICIPATORY MONITORING LOCAL GOVERNANCE

**GENDER PLANS PLANNING/SERVICES** 

SENSITIVE BUDGETING

POVERTY RATE

PARTICIPATORY SPACES

**COOPERATION LGs-CSOs** 

**SOCIAL INCLUSION** 

**PARTICIPATION** 

**PARTICIPATION** 

PARTICIPATORY PLANNING

RESPONSIVE BUDGET

**DECISION-MAKING** 

**REGIONAL STRATEGIES** 

**REGIONAL/INTER-LG COORDINATION** 

BUDGET EXECUTION **EFFECTIVENESS** 

**CAPACITIES TRAININGS** 

**LG PERFORMANCE** 

& EFFICIENCY

NRM INCOME

QUALITY OF SERVICE SATISFACTION FINANCIAL MANAGEMENT/

INVESTMENTS TAXES

**MONITORING** 

controlled by tender evaluation committees

PROCEDURES trained procurement officers

positively checked by upper levels

## PROCUREMENT public

transparent

**FINANCIAL TRANSACTIONS** 

in accordance with legislation

### **INTER-MUNICIPAL PLANS**

strengthen the rule of law

### **PLANNING**

include monitoring

implemented by public & private

**STRATEGIC/SECTOR PLANS** 

fulfil legal requirements

monitored

## **TRANSPARENCY**

updated LG DOCUMENTS & REPORTS available

PUBLIC CONSULTATIONS organised independently

positively assessed by citizens

ACCESS TO INFORMATION

### **INFORMATION**

LG transparency recognised by central govt

public information channels

STRATEGY FOR PUBLIC INFORMATION

clear

#### **CITIZEN PARTICIPATION**

positively assessed by citizens

public consultations

### **DECISION-MAKING**

participatory

**PLANNING & BUDGETING** 

CITIZENS' REQUESTS

followed up

responds to demands of specific groups

## **PARTICIPATION**

joint initiatives

**COOPERATION LGs-CSOs** 

institutionalised

in accordance with law

### **PARTICIPATORY SPACES**

**LG COMMITTEES** 

established by law

new mechanisms institutionalised

PARTICIPATORY MECHANISMS implemented regularly

LG MONITORING by citizens & civil society

organised independently

PUBLIC DISCUSSIONS
OPINION POLLS
ROUND TABLES

applied
PARTICIPATORY BUDGETING
regular meetings

### **BUDGETING**

demand-oriented PUBLIC SERVICES

effective

monitored
IMPLEMENTATION OF PLANS
reported publicly

based on development plans

M&E results basis for budget

monitored

information available

BUDGET

**IMPLEMENTED ACTIVITIES** reported

reflects citizens' priorities

based on priorities & strategic plans

# ACCOUNTABILITY

### **SERVICE PROVISION**

improvements observed in audits
PERFORMANCE

benchmarking

**FINANCES** 

information on income & expenditures

assessed with national standards

results are shared MONITORING involves civil society

**FINANCIAL MANAGEMENT** 

positively assessed by citizens

CITIZENS' REQUESTS followed up

available contact person

attract funds **INVESTMENTS** 

sustainability public reports

# of investments initiatives

project proposals

rate of executed projects

### FINANCIAL MANAGEMENT

property management policies PROPERTY TAX updated database

increased revenue

TAX ADMINISTRATION collection rate tax assessment

sustainable regional NRM

implemented by public & private

MANAGEMENT TOOLS integrated NRM

NRM higher income

available

effective management

institutionalised

access

availability

positively assessed by citizens positively assessed by LG staff

positively assessed by higher level

# **EFFECTIVENESS** & EFFICIENCY

affordable

regional coordination

positively assessed by citizens

administrative services

documents available

### PUBLIC SERVICES

respond to needs

quality checks

accessible

# of beneficiaries improved quality

> learning from monitoring strategic plans # of legal acts

### LG PERFORMANCE

positively assessed by citizens positively assessed by LG staff positively assessed by higher levels

allocation of new responsibilities

#### **PROCEDURES**

in accordance with legislation

recognised by central level

action plan for capacities development

LG representatives advocate at upper levels strengthen the rule of law

# **REGIONAL/INTER-LG**

institutionalised

regional database

regional platforms

CAPACITIES technical/management proposals

at regional level qualified trainers

TRAININGS FOR LG STAFF institutionalised and budgeted

positively assessed by LG staff

inter LG service provision

improvement of services **REGIONAL STRATEGIES & POLICIES** 

improved financial sustainability

regional projects

inter LG agreements inter LG meetings

### **PARTICIPATION**

quotas

#### **W&V REPRESENTATIVES**

in decision-making bodies

## **SOCIAL INCLUSION**

monitored

available

# GENDER ACTION PLANS implemented PLANNING

considers demands of W&V

**SKILLS** improved also for women

analysis based on gender
BUDGET includes W&V priorities
responds to W&V priorities

### **SERVICE & PLANNING**

reduced POVERTY RATE

aware of W&V concerns LG STAFF positively assessed by women

**MUNICIPAL SERVICES** 

accessible for all

W&V: Women and Vulnerable groups