



# THE SINDES PROGRAM

[www.sindes.org](http://www.sindes.org)

2018

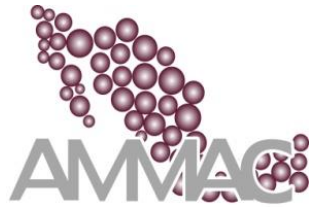
Coordinated and Operated by  
ICMA- México/Latinoamérica  
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**ICMA-ML**

# A WISH FOR MEASUREMENT

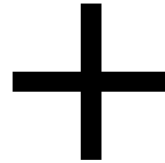
- End 2000: municipalities expressed a necessity to generate standards to compare their performance
- Municipalities become in the first institutional actor interested in this topic and analyze it seriously
- SOME QUESTIONS AMONG MUNICIPALITIES:
  - With who can I compare my performance?
  - Who is the 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



**ICMA**

*Leaders at the Core of Better Communities*  
Sección Latinoamérica



**ICMA**

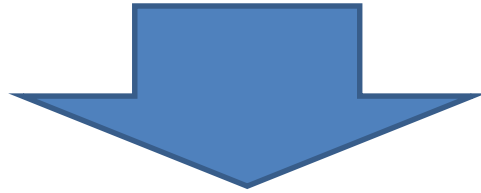
**RESULTS NETWORKS**  
*Center for Performance Measurement*



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

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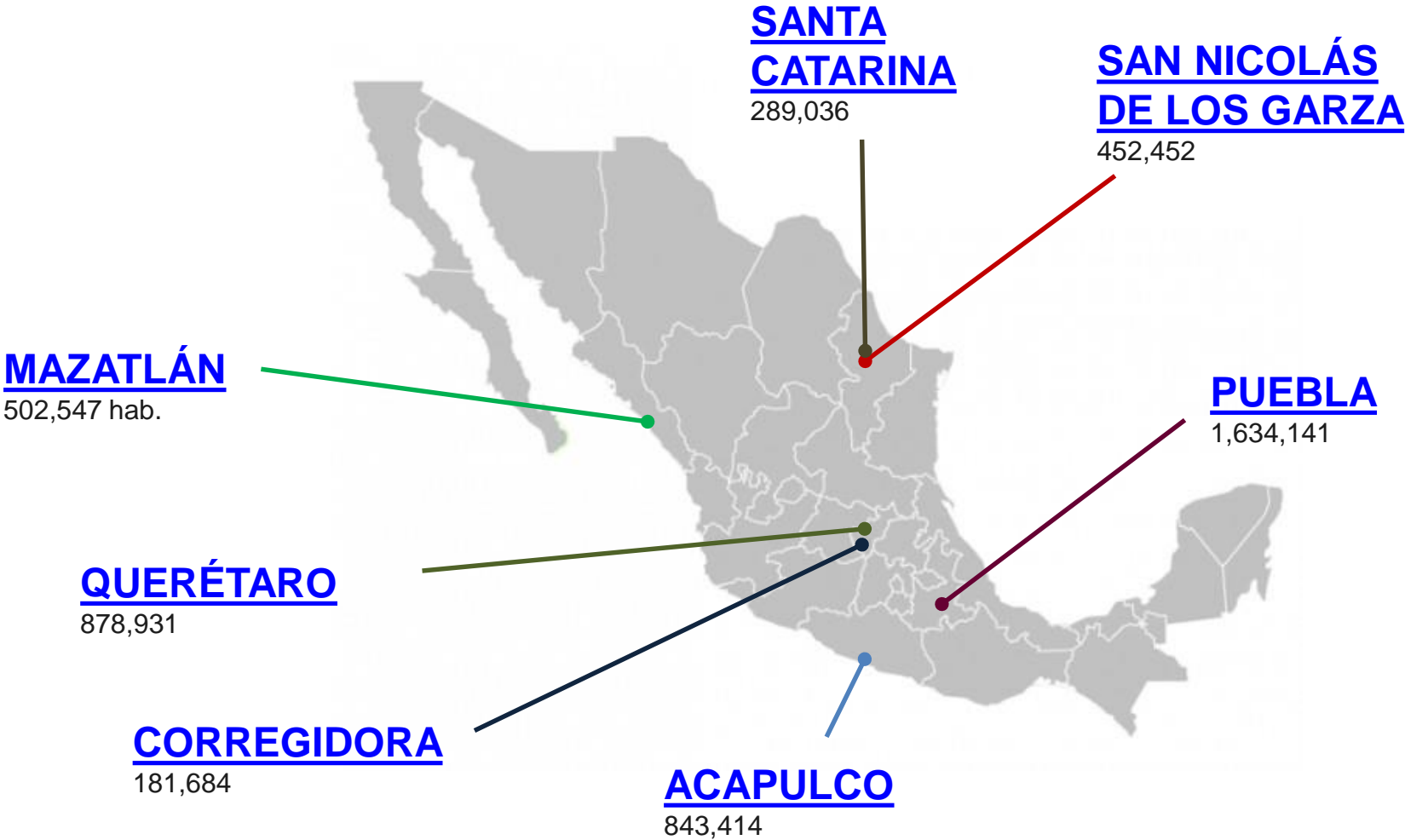
## WHAT DO WE HAVE TODAY?

- Each municipality participate voluntarily
- Now conformed by 108 indicators measured annually
- Reconfiguration of recognition stimulus
- 55 municipalities have participated
- 20 indicators are similar or equal to those operated by the World Council on City Data (WCCD)

# SINDES INDICATORS BY TOPIC

TOPIC	CIDE	NUMBER OF INDICATORS	BIANNUAL FREQUENCY	ANNUAL FREQUENCY
Administration and Operation	AO	7	4	3
Water and Sewer system	AD	6	4	2
Public Lighting	AL	5	2	3
Solid Waste	RS	4	4	0
Enviroment	AM	4	0	4
Movility and Roads	MV	17	11	6
Finance	FI	20	6	14
Public Safety	SC	20	19	1
Urbanity and Planning	UP	6	3	3
Human Resources	RH	10	4	6
Vehicle Fleet	FV	9	6	3
<b>TOTAL</b>		<b>108</b>	<b>63</b>	<b>45</b>

# 2018 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](http://www.sindes.org)



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

[www.icmaml.org](http://www.icmaml.org)

**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  
DOWNLOAD THE REPORTS VISIT:**

**[www.sindes.org](http://www.sindes.org)**



**Or write to:**

**[informes@icmaml.org](mailto:informes@icmaml.org)**

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