



## **Benchmark - an essential tool in assessing**

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19 - 20.03.2015 г., Ognyanovo village



# Assessment Tools

- BENCHMARK AS AN LABEL FOR GOOD GOVERNANCE - an essential tool.
- The principle of SELF-ASSESSMENT by the municipality!
- SURVEY OF CITIZENS - an additional tool.
- SURVEY councilors - additional tool.



# DEVELOPMENT TOOLS FOR ASSESSMENT

- Developing a standard benchmark— 2008-2009 with the active participation of MRRB and NAMBR
- 2010 testing and adapting the benchmark in Bulgaria - in 7 pilot municipalities
- Benchmark repeatedly adapted in Bulgaria, based on practical application - most recently in February 2014
- EU allows to adjust and specify only the indicators but not the principles and activities - it is therefore an universal European instrument



# Structure of Benchmark

|   |            |  | assessment |     |   |   |    |
|---|------------|--|------------|-----|---|---|----|
| Principle                                 | Activity   | Indicator  | Н П        | С С | С | Д | МД |
|   |            |  | 0          | 1   | 2 | 3 | 4  |
| For each of the 12 principles of strategy | Activity 1 | 1.1.   |            |     |   |   |    |
|   |            | 1.2.   |            |     |   |   |    |
|   |            | 1.3.   |            |     |   |   |    |
|   |            | ...  |            |     |   |   |    |
|   |            | Number of different indicators for each activity |            |     |   |   |    |

# How to apply Benchmark?

- Principle of **self-assessment** by the municipality
- Assess the degree of implementation of each of the 12 principles - the average number of indicators
- Overall assessment - the average for the 12 principles
- If at least one general, the assessment is below 2 or the total is less than 3 - The label is not awarded
- Correction of self-assessment by the expert assessor - based on methodology (taking into account the applications of evidence and surveys among councilors and citizens)



# What is done on the Benchmark?

*(from expert- assessor)*

⇒ Check the correctness of the calculations in the municipality - for each principle and the total score. Check for performance and other formal criteria

⇒ assess:

- Is the evidence well systematized
- Adequacy and sufficiency of evidence
- Correspondence between the self and the municipality and the

results of the polls

⇒ Additional evidence required by the Secretariat in Works (or seek such - from available sources)

⇒ Correction of self-assessment of the municipality - based methodology (taking into account the evidence and surveys among councilors and citizens)



# Evaluation of evidence

- **Systematization** of each indicator: statement or clarification on any part of the document concerned.
  - **Adequacy** of documents (relative indicator).
  - **Sufficiency** of the documents (to self).
  - **Types of documents:**
    - To fulfill the **legal obligations**: looking elements of the upgrade
    - For adopted **local policies**: policy documents, regulations, administrative acts, local regulations, etc .;
    - For the **implementation of local policies - priority!**
- Good and innovative practices - criteria?**
- Reason for **increase** in assessment.





# Principle 1: Honest Elections, Representation and Participation

- *Activities*

1. Local elections are conducted freely and fairly ...
2. Citizens are at the center of public activity ...
3. All men and women are entitled aloud in decision-making, either directly or through legitimate representatives ...
4. All voices, including disadvantaged and vulnerable groups, are heard and taken into account ...
5. Always try to balance various legitimate interests ...
6. Decisions shall be taken in accordance with the will of the majority taking into account the rights and legitimate interests of the minority



*Evidence?*



## Principle 2: Responsiveness

- *Activities*

1. Objectives, rules, structures, and procedures are adapted to the needs and legitimate expectations of citizens
  
2. Public services are delivered and have a response within a reasonable time to requests and complaints

*Evidence?*



## Principle 3: Effectiveness and efficiency

- *Activities*

1. Results meet the agreed objectives
2. Best possible use is made of available resources
3. Systems for performance management to evaluate and enhance the efficiency and effectiveness of services
4. Regularly carry out assessments and evaluations to improve performance

*Evidence?*



## Principle 4: Openness and transparency

- *Activities*

1. Decisions are taken and enforced in accordance with laws and regulations
2. There is public access to all information which is not classified ...
3. Information for decisions implementing policies and results is made available to the public in an appropriate manner in order to effectively follow and contribute to the work of local government

*Evidence?*



## Principle 5: Rule of Law

- *Activities*

1. Local authorities comply with the law and court decisions
2. In the activities of the municipality are leading common interests of the citizens and not personal

*Evidence?*



# Principle 6: Ethical Conduct

- *Activities*

1. The public good is placed before individual interests
2. There are effective measures to prevent and combat all forms of corruption
3. Conflicts of interest are declared in a timely manner and the persons concerned must refrain from taking part in relevant decisions

*Evidence ?*



## Principle 7: Competence and capacity

- *Activities*

1. The professional skills of those involved in the management processes are continuously growing in order ...
2. Employees are motivated to continuously improve their performance
3. Are created and used practical methods and procedures for conversion of skills and capacity to achieve better results

*Evidence?*



## Principle 8: Innovation and Openness to Change

- *Activities*

1. Looking for new and effective solutions to problems ...  
and advantages of modern methods of providing services
2. There is readiness to pilot and experiment new programs and to use the experience of others
3. There is a favorable climate for change in the interest of achieving better results

*Evidence?*





## Principle 9: Sustainability and long-term orientation

- *Activities*

1. Needs of future generations are taken into account in current policies
2. We constantly takes into account the sustainable development of the community. Decisions strive to cover all costs ...
3. There is a broad and long-term perspective on the future of the local community ...
4. There is an understanding of the historical, cultural and social complexities in which this perspective is grounded

*Evidence?*



# Principle 10: Sound financial management

- *Activities*

1. The fees of the services provided do not exceed the value and do not unduly restrict the search ...
2. Prudence is observed in financial management, including in the contracting and use of loans ...
3. Prepare multi-annual budget plans with broad public discussion
4. Risks are properly estimated and managed ...
5. The local authority takes part in arrangements relating to the inter-municipal solidarity, fair sharing of burdens and benefits and reduction of risks ...

*Evidence?*



# Principle 11: Human rights, cultural diversity and social cohesion

- *Activities*

1. Human rights within the competence of the local authority are to be respected, protected and fulfilled ...
2. Cultural diversity is treated as an asset and continuous efforts are made ...
3. Social cohesion and integration of disadvantaged areas
4. Ensures access to essential services, especially for the most disadvantaged sections of the population

*Evidence?*



## Principle 12: Accountability

- *Activities*

1. All decision-makers, collective and individual, take responsibility for their decisions
2. Decisions are reported on, explained and can be sanctioned
3. There are effective remedies against maladministration and against actions of local authorities which infringe civil rights

*Evidence ?*



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**Thank you for your attention!**

