



SECTION 2

ANALYSIS OF THE LOCAL GOVERNMENT ASSOCIATION

A. THE PERFORMANCE BENCHMARK

*This tool draws upon 'Benchmark and Logical Framework for ACB',
a product of VNG International.*



SECTION 2A

THE PERFORMANCE BENCHMARK

AIM OF THE BENCHMARK

To help the Local Government Association assess its performance and strengthen its capacities to support better local government.

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INTRODUCTION

This benchmarking tool provides a practical approach to improving the performance and strengthening the capacity of a Local Government Association through continuous assessment. It incorporates features and practices of successful LGAs and can generate information to assist in prudent decision-making. This should help an LGA:

- (i) strengthen its own governance and internal organisation,
- (ii) introduce good practice in its roles of advocacy, service provision and networking, and
- (iii) develop a culture of transparency and information-sharing.

This Benchmark can provide a picture of where the LGA stands at a given time with the aim of identifying key areas for development.

The LGA will want to be sure that the Benchmark matches its own priorities. They may want to use a Roundtable of representative members of the Board and staff to consider the elements of the Benchmark in detail.

Self-assessment or ... ?

Good managers will use this Benchmark for self-assessment in their areas of responsibility. They will be able to recognise where they are not achieving standards of excellence and why. They can analyse the obstacles and plan action to overcome them. Self-assessment can achieve some results and can begin to develop a culture of continuous assessment. The Benchmark can become a permanent reference point for staff.

However, more is needed. Some managers will not be ready to go public on the need for change. Or their self-assessment may not be robust. Some of the obstacles will be beyond their control. Some of the solutions may need to be inter-connected (eg HR development and capacity-building); others may need authorisation from the top.

... external assessment

An assessment by a small team of trained managers from different parts of the LGA and from outside the organisation will add depth and a degree of objectivity - and therefore robustness and credibility - to the assessment. This may take several days as evidence will need to be collected systematically from a range of sources.

All or some?

Assessment against parts of the Benchmark can always be useful if it is done in line with the LGA's priorities and it is sensibly followed up. But an Assessment against the whole of the Benchmark may be more effective in the longer term. It will not be an easy exercise; it will have to be carefully planned and well organised. But such an Assessment will provide the basis for a serious and comprehensive approach to the development of the LGA.

Whose views?

The individual views of managers about their level of performance will never be sufficient. The collective views of an external team will also not be enough. Such an Assessment should rely on evidence, such as evaluation reports and policy documents. It should also use personal interviews and workshops to seek out the views about current performance and ideas for improvements from staff, service users and NGOs. The Assessment Report will then reflect both the documentary evidence and the views of stakeholders.

From the top?

Because of the inter-connectedness and the strategic dimension, because of the potential for the conflict and difficult decisions that change always brings, it is essential that such a comprehensive Assessment should be led from the top and managed strategically by a representative Steering Group. This will require support from the Executive Director and the Board, and even the General Assembly. Decentralisation and European integration are serious issues that demand a serious approach.

FACTOR 1: STRATEGY DEVELOPMENT

		STAGES OF DEVELOPMENT			
		BASIC	DEVELOPING	PERFORMING	EXCELLENT
1.1 Strategic planning		<ul style="list-style-type: none"> - Short-term planning done by staff and largely driven by cycle of funding and current crises in local government sector. 	<ul style="list-style-type: none"> - <i>Ad hoc</i> departmental work plans developed internally and usually based on previous year's plans. 	<ul style="list-style-type: none"> - Written multi-year strategic plan developed in participatory manner describing what LGA does and is loosely connected to long-term goals and ongoing activities. - Planning based on unrealistic resource expectation and without membership involvement. - Monitoring and evaluation is done as internal exercise by staff without involving Board and membership. - Findings are not disseminated and used in future planning and decision-making. 	<ul style="list-style-type: none"> - Written elaborate strategic plan developed in participatory manner and demonstrates realistic extension of current activities including vision/mission statements, mid-term and long-term objectives, strategies, programmes and financial plan.
1.2 Strategic monitoring and evaluation systems		<ul style="list-style-type: none"> - There are no formal evaluation and monitoring systems. 	<ul style="list-style-type: none"> - <i>Ad hoc</i> monitoring and evaluation done internally without defined indicators and procedures. 	<ul style="list-style-type: none"> - Strategic reviews, feedback, monitoring and evaluation undertaken periodically with clear and updated qualitative/quantitative indicators taking into consideration inputs from experts, the Board and relevant committees of membership. - Findings of such activities are presented and openly discussed by membership and used for decision-making. 	

FACTOR 2: GOVERNANCE STRUCTURES				
STAGES OF DEVELOPMENT				
	BASIC	DEVELOPING	PERFORMING	
	EXCELLENT			
2.1 Legal status and level of independence	<ul style="list-style-type: none"> - LGA exists without clear legal status and mandate, and is largely dependent on central government and other organizations. 	<ul style="list-style-type: none"> - Legal status obtained on paper, but in practice LGA is dependent on central government and other organizations. 	<ul style="list-style-type: none"> - Constitution and other legal documents exist, but are not fully implemented. - LGA depends on central government and other organizations for some activities and operations. 	<ul style="list-style-type: none"> - Recognized as an independent membership organization adhering to written constitution. - Autonomous from central government and other organizations through taking independent positions or actions on issues and activities.
2.2 Tasks and responsibilities of Board and staff	<ul style="list-style-type: none"> - Tasks and responsibilities of the Staff and Board are vague and not agreed upon. 	<ul style="list-style-type: none"> - Confusion on responsibilities between Board and Secretariat, and with minimal involvement of Board. 	<ul style="list-style-type: none"> - Division of tasks and responsibilities between Board and Secretariat is clear, but not fully adhered to. 	<ul style="list-style-type: none"> - Clear definition of Board/Secretariat tasks and responsibilities, giving balance of power: <u>Board</u>: decision-making on key policy issues, advisory role, guidance, evaluating, fundraising, providing expertise, supporting, setting policies, monitoring and supervising Executive Director's performance. <p><i>Executive Director</i>: advising Board on decision-making, enabling and informing, proposing policies and actions, supporting policies and direction of Board, leadership and strategic management, implementation of Strategic Plan.</p>
2.3 General Assembly	<ul style="list-style-type: none"> - meets occasionally, but no constitution and many local authorities do not attend; little influence of LGA direction 	<ul style="list-style-type: none"> - meets annually but arrangements <i>ad hoc</i>; some policies and priorities established; ignored by Government. 	<ul style="list-style-type: none"> - meets annually; provides some legitimacy to LGA but little real accountability; rules and procedures set out with 1 or 2 functioning Committees; little external participation. 	<ul style="list-style-type: none"> - clear constitution and streamlined Committee structure; meets annually with good preparation and open debate leading to clear policy positions and priorities for LGA; participation by key stakeholders, including Ministers; holds Executive Board accountable; seen as key event by local authorities.

FACTOR 3: EFFECTIVENESS OF BOARD				
STAGES OF DEVELOPMENT				
	BASIC	DEVELOPING	PERFORMING	EXCELLENT
3.1 Board awareness	<ul style="list-style-type: none"> - Board members are not aware of ongoing issues and activities; uncertainty about decision-making. 	<ul style="list-style-type: none"> - Board members informed about some activities and issues, but need capacity building. 	<ul style="list-style-type: none"> - Board members have a reasonably good working knowledge of main issues and activities. 	<ul style="list-style-type: none"> - Knowledgeable Board members who are also the public spokespersons.
3.2 Election of Board members	<ul style="list-style-type: none"> - Board and committee members appointed or co-opted without competitive elections. 	<ul style="list-style-type: none"> - Some Board and committee members elected while others co-opted / nominated. 	<ul style="list-style-type: none"> - Board and committee members are elected but some sections of membership are not adequately represented. 	<ul style="list-style-type: none"> - Board and committee members are proposed and competitively elected by general meeting to reflect members' interests and ensure reasonable inclusion and representation.
3.3 Board meetings	<ul style="list-style-type: none"> - Board meetings held on <i>ad hoc</i> basis, without adequate preparation of agenda, minutes and other documentation; policy is set almost entirely by President or Chief Executive. - Board meetings are a formality; decisions rarely taken. 	<ul style="list-style-type: none"> - Irregular Board meetings that are reasonably prepared, but agenda and decision-making are largely dominated by the Executive Director without much input from Board members. 	<ul style="list-style-type: none"> - Regular Board meetings with poor preparation and no adequate follow-up action on emerging issues. - The President and a few other Board members dominate the proceedings, but there is more open discussion. 	<ul style="list-style-type: none"> - Regular and well prepared Board meetings to monitor management; prompt follow-up on the key issues in accordance with rules and regulations, especially regarding agenda and minutes. - Board meetings discuss real issues fully and openly, and make decisions; each Board member has equal chance to freely express opinion and contribute.

FACTOR 4: LEADERSHIP AND MANAGEMENT				
STAGES OF DEVELOPMENT				
	BASIC	DEVELOPING	PERFORMING	EXCELLENT
4.1 Leadership	<ul style="list-style-type: none"> - Autocratic approach; no vision; no accountability; no delegation or drive to develop participation. 	<ul style="list-style-type: none"> - Some attempt to look forward and involve local people and organisations but with little effectiveness; staff beginning to develop motivation and sense of direction and belonging. 	<ul style="list-style-type: none"> - Leadership visible and engaging with staff, leading to some delegation and higher levels of motivation; little attempt to engage external stakeholders; communications adequate. 	<ul style="list-style-type: none"> - Leadership visible and accountable; external stakeholders drawn in; partnership with Government to deliver better local government; all parts of LGA working well together; challenges met robustly; good external visibility and reputation; effective delegation throughout the organisation.
4.2 Strategic management	<ul style="list-style-type: none"> - No longer term planning; decisions inconsistent and taken on <i>ad hoc</i> basis; communications poor, with gossip in abundance; staff demotivated leading to high turnover. 	<ul style="list-style-type: none"> - Management team established but with no actual corporate responsibility; micro-management by Executive Director; Strategic Plan prepared but not used; little evaluation of progress; little HR management in evidence. 	<ul style="list-style-type: none"> - Management team making serious contribution to LGA; Strategic Plan being used to give direction; HR management focused on processes rather than performance. 	<ul style="list-style-type: none"> - Strategic Plan seen to direct LGA activity; policies based on good research; wide range of services available to local authorities; good use being made of partner organisations; good internal and external communications; HR management delivering improved performance; active approach to diversifying sources of revenue.
4.3 Operational management	<ul style="list-style-type: none"> - No attempt to improve quality or accessibility of services; no consultation with users; over- and under-spending common; no attempt to match capacity and expertise to task. 	<ul style="list-style-type: none"> - Some managers using own initiatives to drive up service standards, but little monitoring of results; service users not consulted. 	<ul style="list-style-type: none"> - System and culture encouraging performance improvement; <i>ad hoc</i> training available; some user consultation; little attempt to seek out best practice. 	<ul style="list-style-type: none"> - User consultation being used to influence service delivery; performance management systems in place and used to raise standards; staff take pride in work and are keen to develop their expertise through training opportunities; some services seen as best practice.

FACTOR 5: FINANCIAL MANAGEMENT				
STAGES OF DEVELOPMENT				
	BASIC	DEVELOPING	PERFORMING	EXCELLENT
5.1 Revenue from membership fees	<ul style="list-style-type: none"> - No membership fees collected; most revenue either from central government or donor funding. 	<ul style="list-style-type: none"> - Less than 10% of revenue derived from membership fees and is not enough to cover operational and programme costs. 	<ul style="list-style-type: none"> - 50% of local authorities pay membership fees which are mostly used to cover operational costs, while donors fund most of the programmes and activities. 	<ul style="list-style-type: none"> - Over 90% of local authorities pay membership fee that covers both the operations and programmes. - Good balance between LGA self-financed and donor-funded activities / programme
5.2 Other sources of revenue and financial sustainability	<ul style="list-style-type: none"> - No other sources of self-generated revenue. - No strategy for financial sustainability and independence. 	<ul style="list-style-type: none"> - At least one other source of self-generated income providing minimum of 5% of revenues. - <i>Ad hoc</i> financial sustainability strategy. 	<ul style="list-style-type: none"> - At least two other sources of self-generated income that together provide minimum of 10% of revenues. - An unwritten Financial Sustainability Strategy in place, but not fully implemented. 	<ul style="list-style-type: none"> - Financial resource base is diverse with good balance of funding with clear analysis of % of total budget funded by members and alternative revenue sources. - Written Financial Sustainability Strategy in place; results taken into account in strategic and operational planning.
5.3 Financial administration and management	<ul style="list-style-type: none"> - No generally understood financial management procedures, rules and regulations. 	<ul style="list-style-type: none"> - Operates on a rudimentary cash accounting system with incomplete financial records. 	<ul style="list-style-type: none"> - Appropriate set of written financial management, control and accounting procedures, rules and regulations exist, but not strictly adhered to and lack key provisions such as check and balance system of fund management. 	<ul style="list-style-type: none"> - Implements and follows comprehensive set of written policies for administration of funds, covering expenditure authorization and other financial management and accounting procedures. - Evidence of mechanisms ensuring timely liquidity monitoring, management of cash flow, budgeting, financial statements, financing operations, auditing, insurance management taxation, solvency planning.
5.4 Financial management personnel	<ul style="list-style-type: none"> - Executive Director or other staff perform this function in addition to other responsibilities. 	<ul style="list-style-type: none"> - Staff engaged in financial management have only basic skills. 	<ul style="list-style-type: none"> - Finance and administration staff have good understanding of tasks and responsibilities, but lack professional expertise. 	<ul style="list-style-type: none"> - Financial management and accounting staff have requisite professional skills of financial planning, analysis and comparison of actual accounts against budgets, providing specific management information, analysis of financial performance against quantified objectives/targets.

FACTOR 6: INTERNAL CONTROL AND TRANSPARENCY				
STAGES OF DEVELOPMENT				
	BASIC	DEVELOPING	PERFORMING	EXCELLENT
6.1 Internal control and transparency	- No internal financial control systems in place.	- <i>Ad hoc</i> internal control and transparency mechanisms.	- LGA generally follows transparent financial control practices that minimize potential for misuse of misappropriation funds, but not fully institutionalized.	- Exercises internal financial control rules and regulations, ensuring compliance with financial management policies and procedures.
	- No independent financial reviews and financial auditing take place.	- <i>Ad hoc</i> internal reviews and audits take place, but only for isolated activities, programmes and projects depending on requirements of funding organizations.	- Independent financial reviews and audits take place regularly, but there is no open discussion on how to improve performance. - Results of such activities are not presented to wider membership.	- Independent reviews and audits take place regularly, including discussion on performance control and improvement. - Results of such actions are presented to the members for discussion at the appropriate meetings.

FACTOR 7: SERVICE DELIVERY				
STAGES OF DEVELOPMENT				
	BASIC	DEVELOPING	PERFORMING	EXCELLENT
7.1 Quality of services	No services for membership.	Only a few services offered to members, but not in line with objectives and goals of LGA.	A number of services targeted for a select number of local governments, but not properly co-ordinated and are largely donor dependent.	- LGA offers and delivers high quality innovative services to membership (both individually and collectively) in the major local government fields. - Quality, affordable and self-financing services offered in line with the diverse membership needs and demands.
7.2 Service satisfaction	- No efforts to carry out membership service satisfaction surveys.	- Membership service satisfaction surveys administered usually at the general meeting. - Little effort made to document the innovative practices in service delivery.	- Membership service satisfaction done regularly, but without follow-up action for most issues.	- LGA regularly undertakes membership service satisfaction surveys, whose results are factored into future service delivery planning.
7.3 Innovative best practices	- No exchange of key lessons from innovative best practices in service delivery.	- Some performance indicators but not used systematically to improve services; interest depends on individual managers rather than corporate management.	- Innovative service delivery best practices and major lessons presented, shared and exchanged only during the general meeting and are not properly documented.	- Innovative best practices and major lessons in service delivery are documented, widely shared, exchanged and replicated to other service areas.
7.4 Performance management	- No management of performance.	- Performance indicators established for key services; some corporate interest but system bureaucratic and seen as paper exercise rather than real management tool.	- System of performance management in operation providing key information for staff and elected representatives; PI data used to improve services within streamlined system.	

FACTOR 8: CAPACITY BUILDING				
STAGES OF DEVELOPMENT				
	BASIC	DEVELOPING	PERFORMING	EXCELLENT
8.1 Capacity building	<ul style="list-style-type: none"> - No capacity building activities. - Little or no serious consideration made regarding content of capacity building programmes. - LGA has no role in developing capacity building programmes for local authorities. - Little or no effort to carry out Training Needs Assessments (TNAs). - No plan for future capacity building activities. 	<ul style="list-style-type: none"> - LGA conducts a few sporadic seminars for select group of local governments and staff. - Content of capacity building reflects interests of government and funding agencies, not actual needs of local governments and staff. - Passive role for LGA; capacity building programmes largely dominated by central government or donors; no co-ordination. - Training Needs Assessments (TNAs) done on <i>ad hoc</i> basis for specific capacity building activities. - Some capacity building exists, targeting few local authorities and dependent on donor funding. 	<ul style="list-style-type: none"> - <i>Ad hoc</i> capacity building activities, not properly co-ordinated and dependent on donor funding. - Content of capacity building is appropriate for local authorities, but skewed in favour of certain groups of local authorities or personnel. - No marked improvement in staff job skills after training - LGA plays role in design and development of capacity building programmes, but on invitation by government and funding agencies. - Training Needs Assessments (TNAs) selectively carried out only for some categories of local governments and staff. - Plans for future capacity building activities exist, but not based on evaluation of ongoing programmes. 	<ul style="list-style-type: none"> - Regular capacity building activities targeting the various cadres of staff and categories of local authorities, based on self-financing and cost-sharing. - Capacity building content is relevant and tailor-made on the basis of various cadres of local authorities personnel and local governments. - Evidence of marked improvement in skills and performance for targeted personnel after training. - LGA recognized and plays leading co-ordinating role with government and other stakeholders to develop and implement capacity building policy for training local government staff. - Regular assessments of demand and satisfaction with capacity building through comprehensive Training Needs Assessments (TNAs), identify relevant training opportunities to recommend to members and provide actual training. - LGA has prepared a comprehensive and long-term proactive plan for future capacity building activities based on feedback and evaluations of ongoing activities.

FACTOR 9: LOBBYING AND ADVOCACY (1)				
STAGES OF DEVELOPMENT				
	BASIC	DEVELOPING	PERFORMING	EXCELLENT
9.1 Strategy	<ul style="list-style-type: none"> - No strategy for lobbying and advocacy; members articulate incoherent positions on issues. - Lacks capacity for undertaking lobbying and advocacy. - No designated spokesperson. 	<ul style="list-style-type: none"> - A little lobbying and advocacy without proper strategy. - Staff and Board have very limited capacity (time, networks and expertise) to develop and undertake lobbying and advocacy activities. - Confusion over role of spokesperson; all Board speak for LGA. 	<ul style="list-style-type: none"> - Some lobbying and advocacy undertaken based on written strategy, but resources required for implementation are lacking. - Staff and Board have knowledge of basic lobbying and advocacy skills on issues in local government. - Inadequate time and resources. - There is a clearly designated spokesperson but he/she is not independent. 	<ul style="list-style-type: none"> - Appropriate written lobbying and advocacy strategy being implemented with skills and resources. - Strong policy research capacity in terms of staff expertise and Board awareness and commensurate resources. - There is clearly designated independent and daring spokesperson.
9.2 Resources and capacity	<ul style="list-style-type: none"> - Selection of issues narrowly focuses on legal positions of officials or councillors and not broadly on local government issues. - Lobbying and advocacy based on hearsay with some questions by few mayors or officials to government institutions when opportunity arises. 	<ul style="list-style-type: none"> - Broader focus on problems of local government. - Some lobbying and advocacy positions are written while others are unwritten. 	<ul style="list-style-type: none"> - Issues addressed in <i>ad hoc</i> manner without prioritization and informed analysis of key pressing issues of importance to local government and with minimal involvement of membership. 	<ul style="list-style-type: none"> - LGA has ability to anticipate, prioritize, thoroughly analyze and set agenda or pace on key policy and legislative issues affecting local government through informed policy research and analysis with active membership involvement. - Policy analyses on legal, political, financial, economic, social and technical implications of main issues are critically thought out and thoroughly conducted.
9.3 Type and character of issues				

FACTOR 9: LOBBYING AND ADVOCACY (2)				
STAGES OF DEVELOPMENT				
	BASIC	DEVELOPING	PERFORMING	EXCELLENT
9.4 Quality of positions taken	<ul style="list-style-type: none"> - Positions developed based on superficial mouth-piece talking or sloganeering to reiterate government or opposition position, opinion and ideology without independence. 	<ul style="list-style-type: none"> - Positions developed and presented on <i>ad hoc</i> basis without adequate policy research. - Positions developed with emphasis on asking questions without offering appropriate and viable alternatives. 	<ul style="list-style-type: none"> - Lobbying and advocacy is largely reactive through passive participation in task force meetings and commenting on ready-made legislative and policy documents without having impact on their initiation and outcome. 	<ul style="list-style-type: none"> - Key lobbying and advocacy positions are presented in credible, coherent, defensible and persuasive manner, using empirical information and providing viable alternatives, suggestions and concrete solutions for improvement.
9.5 Interaction with member local authorities	<ul style="list-style-type: none"> - No interaction or involvement of membership in development of lobbying and advocacy positions. 	<ul style="list-style-type: none"> - Little or inconsistent involvement of only few members in lobbying and advocacy activities. - LGA perceived as platform for mayors from bigger and urban cities/municipalities with minimal participation of officers. 	<ul style="list-style-type: none"> - Lobbying and advocacy takes place but is not properly coordinated. - There is no efficient communication system to alert members when advocacy help is required. 	<ul style="list-style-type: none"> - Issue and policy formulation for lobbying and advocacy are done in participatory manner. - Inputs from members solicited and incorporated at various stages with regular updates on progress and results.
9.6 Interaction with Government	<ul style="list-style-type: none"> - No communications with Government; relationship is one of conflict. - LGA seen as unimportant. 	<ul style="list-style-type: none"> - Might meet with local government Ministry occasionally but no formal agenda; LGA seen as always begging for something. 	<ul style="list-style-type: none"> - Meets once or twice a year with central authorities with specific agenda; some consultation on draft legislation. 	<ul style="list-style-type: none"> - Meets every 2 months with central authorities with agreed agenda and follow up of issues; underpinned by Cooperation Agreement. - Appropriate participation in each other's strictures (eg General Assembly, Decentralisation Commission); seen as partners in developing better local government; early systematic consultation on proposed policy and legislation.

FACTOR 10: OUTREACH AND COMMUNICATIONS				
STAGES OF DEVELOPMENT				
	BASIC	DEVELOPING	PERFORMING	EXCELLENT
10.1 Strategy for Communication	<ul style="list-style-type: none"> - Little or no communication strategy; ineffective internal and external communication flow. - No mechanisms for effective information dissemination and communication. 	<ul style="list-style-type: none"> - Some thinking about several choices on communication and outreach activities, but on <i>ad hoc</i> basis. - Basic forms of communication used, but on <i>ad hoc</i> basis e.g. occasional newsletters. 	<ul style="list-style-type: none"> - Unwritten communication strategy with inadequate resources and capacity for communication function. - Variety of communication mechanisms e.g. press releases /conferences, postal mail etc, but is still under resource pressure. 	<ul style="list-style-type: none"> - Written communication strategy identifying information required by membership; specifies how information will be sourced and processed prior to dissemination; outlines best methods of disseminating different categories of information. - Clear communication mechanisms with adequate resources (expertise and financial) and coordination.
10.2 Choice of mechanism	<ul style="list-style-type: none"> - Little or no information disseminated to membership. 	<ul style="list-style-type: none"> - Indiscriminate circulation of all types of information to members that are sometimes irrelevant. 	<ul style="list-style-type: none"> - Clear distinctions and choices are made on which information should be used and its relevance to needs of various membership categories. 	<ul style="list-style-type: none"> - Clear definition of communication profiles from which membership can have options for selecting the relevant information profiles.
10.3 Type and character of information disseminated	<ul style="list-style-type: none"> - Little or no direct contacts with membership. 	<ul style="list-style-type: none"> - Useful information at head office is neither organized nor circulated. 	<ul style="list-style-type: none"> - Some information is partially organized and available upon request to membership. 	<ul style="list-style-type: none"> - Vital information, including innovative 'best practices' is systematically organized in database and exchanged with membership through workshops, publications, webpage and other channels.
10.4 Direct contact with membership	<ul style="list-style-type: none"> - Little or no direct contacts with membership. 	<ul style="list-style-type: none"> - Some members aware of role of LGA, but its activities remain blurred to others due to lack of regular contacts. 	<ul style="list-style-type: none"> - Infrequent consultative meetings with membership apart from general meetings; hence its activities and role are not widely known. 	<ul style="list-style-type: none"> - Regular regional and countryside outreach activities from which LGA learns about problems and needs of members; collects information to input into programmes and activities; shares information on activities / achievements and constraints; recruits new members and collects more subscription fees through peer pressure.
10.5 Visibility	<ul style="list-style-type: none"> - No visibility among membership, public, government institutions, media. 	<ul style="list-style-type: none"> - LGA only visible among some members, media, government and public. 	<ul style="list-style-type: none"> - <i>Ad hoc</i> and unco-ordinated efforts by some Board members and staff to make LGA visible to membership and stakeholders. 	<ul style="list-style-type: none"> - Clear evidence of visibility and contacts with relevant government institutions and general public.

FACTOR 1.1: NETWORKING, EXCHANGE AND LEARNING				
STAGES OF DEVELOPMENT				
	BASIC	DEVELOPING	PERFORMING	EXCELLENT
11.1 Character of networking	<ul style="list-style-type: none"> - Little or no evidence of networking and collaboration with other organizations. 	<ul style="list-style-type: none"> - Passively participates in number of formal and informal networks without clear goals and objectives on what is to be achieved. 	<ul style="list-style-type: none"> - Makes informed choices on which type of networks to enter on basis of clearly specified priorities, goals and objectives. 	<ul style="list-style-type: none"> - Evidence of active participation, contribution and synergy building with relevant local, regional and international networks. - LGA contributes and proactively uses networks to improve chances of achieving its goals and objectives.
11.2 Types of exchange and learning	<ul style="list-style-type: none"> - Little or no national, regional and international exchange and learning activities. 	<ul style="list-style-type: none"> - Select number of local authorities participate mostly in the general meeting and a few other activities within the country. 	<ul style="list-style-type: none"> - Exchange and learning activities and meetings for membership are organised on <i>ad hoc</i> basis in case urgent political matters or when LGA is called upon by membership to organize exchanges. - Results of such activities are not documented or used. 	<ul style="list-style-type: none"> - LGA and membership actively and regularly participates in various national, regional and international conferences, study tours, conferences etc. to exchange ideas and learn from their counterparts. - Results of exchanges are documented, shared and widely used to improve local governance and service delivery.

FACTOR 12: HUMAN RESOURCE MANAGEMENT (1)				
STAGES OF DEVELOPMENT				
	BASIC	DEVELOPING	PERFORMING	EXCELLENT
12.1 Staff roles, job descriptions and responsibilities	<ul style="list-style-type: none"> - Staff are unclear about their respective roles and job descriptions. 	<ul style="list-style-type: none"> - Blurred lines of staff responsibility, authority and reporting with tendency of being dictated by requirements of donors and other outside factors. - A limited set of written personnel policies and/or office procedures in place. 	<ul style="list-style-type: none"> Written organization chart and job descriptions, but not kept up to date following changes in responsibility. 	<ul style="list-style-type: none"> - Staff know and agree on their tasks, responsibilities, authorities, and accountabilities to ensure results. - Written organisational chart and job descriptions reflect roles and are regularly updated.
12.2 Staff policies and procedures	<ul style="list-style-type: none"> - No evidence of personnel policy or written office procedures. 	<ul style="list-style-type: none"> - Written personnel policies and procedures exist, but do not comprehensively address office requirements or are out of date and not consistently adhered to. 	<ul style="list-style-type: none"> - LGA has established written, updated and agreed upon set of personnel procedures for all staff. 	
12.3 Teamwork and communication	<ul style="list-style-type: none"> - Staff work as individuals; no efforts to promote teamwork and shared accountability for outputs of team. - Communication among staff and with Board is highly hierarchical and compartmentalized, one way and about problems or crises. 	<ul style="list-style-type: none"> - Teams are encouraged but they are not clear about their purpose and do not meet regularly. 	<ul style="list-style-type: none"> - Teams meet regularly and understand different personality types and preferences, but not fully institutionalized. 	<ul style="list-style-type: none"> - Team members feel dependent on each other and have a sense of shared ownership of achievements to improve performance. - Structure safeguards unity as an organisation and at same time allows for professional autonomy of units. - Emphasis on motivation, open and two-way communication, delegation, mentoring and coaching of staff rather than preservation of power.

FACTOR 12: HUMAN RESOURCE MANAGEMENT (2)

		STAGES OF DEVELOPMENT			
		BASIC	DEVELOPING	PERFORMING	EXCELLENT
12.4 Staff recruitment, motivation and development		<ul style="list-style-type: none"> - Recruitment not based on merit and professional expertise but on other factors. - No provision and support for training and professional development opportunities for staff. - Staff feel their contribution is not recognized and are not motivated. 	<ul style="list-style-type: none"> - Staff recruited on an <i>ad hoc</i> basis depending on the nature of work. - Training opportunities usually restricted to professional staff on case by case basis. - Staff productivity is low due to poor motivation. 	<ul style="list-style-type: none"> - Some staff members are recruited on merit while others are not. - Training tends to be <i>ad hoc</i> and for selected number of staff who take own initiatives to look for training opportunities. - Staff motivation is limited and does not include fringe benefits. 	<ul style="list-style-type: none"> - Recruitment of all staff done purely on merit, professional expertise and experience. - Training and development plans take account of personal development plans and each staff member has equal chance of being trained to improve skills and performance. - Staff are highly motivated to achieve results and productivity is high.
12.5 Performance appraisal		<ul style="list-style-type: none"> - Staff performance appraisal is not undertaken at all. 	<ul style="list-style-type: none"> - Performance appraisal carried out when deemed necessary by individual supervisors. 	<ul style="list-style-type: none"> - Annual or at least periodic performance evaluations of most staff, but results are not discussed. 	<ul style="list-style-type: none"> - Written annual or semi-annual performance appraisal of all staff, whose results are discussed with the individual employees and new performance targets set for the following year.

FACTOR 13: PROGRAMME DEVELOPMENT				
STAGES OF DEVELOPMENT				
	BASIC	DEVELOPING	PERFORMING	EXCELLENT
13.1 Project management capacity	<ul style="list-style-type: none"> - No project management capacity and inadequate funding to implement activities; over-reliance on external consultants and volunteers. 	<ul style="list-style-type: none"> - Weak project management capacity (expertise for proposal writing and implementation) even when funding is available. 	<ul style="list-style-type: none"> - The relevant staff have knowledge of basic project management but lack professional skills. 	<ul style="list-style-type: none"> - LGA has capacity and resources to develop high quality project proposals and win additional funding and implement activities in line with its strategic objectives.
13.2 Involvement of membership	<ul style="list-style-type: none"> - Activities and programmes tend to be donor-driven without any inputs from LGA during planning, initiation and implementation. 	<ul style="list-style-type: none"> - Activities, programmes are initiated, implemented and evaluated mainly by staff and few Board members without inputs from wider membership. 	<ul style="list-style-type: none"> - Only Board and select number of members are involved in activities, programmes and projects. 	<ul style="list-style-type: none"> - Activities and programmes in various fields are relevant to diversified needs of members and designed in true consultation and negotiation with them through active participation in committee work, consultative meetings, workshops.
13.3 Relevance of activities and programmes	<ul style="list-style-type: none"> - Activities and programmes not in line with LGA's objectives and goals. 	<ul style="list-style-type: none"> - LGA seeks grants from external partners, but tends to go for grants that may not be in accord with its strategic objectives. 	<ul style="list-style-type: none"> - A variety of donors and partners, but their relations with the LGA are characterized by misunderstandings and poor communication as a result of lack of written guidelines. 	<ul style="list-style-type: none"> - Relations between the LGA, partners and donors are based on mutual expectations and formulated in the form of contracts or other documents with clearly stated input, output, accountability and responsibilities and in line with LGA's strategic objectives.
13.4 Research	<ul style="list-style-type: none"> - No research carried out; personal views of individuals dominate. 	<ul style="list-style-type: none"> - Some attempt to underpin policies and programmes with systematic thinking; but consultations not carried out scientifically; no formal budget. 	<ul style="list-style-type: none"> - Need for research recognised; some budget; generally left to programme managers but no quality control; several research methods used. 	<ul style="list-style-type: none"> - Research unit established with budget; regular consultation with member local authorities and other stakeholders to develop qualitative and quantitative findings to underpin policies, positions and programmes; variety of methods used; links to other research establishments in place; research seen to add legitimacy.