
















TABLE 1. Indicators* to measure the implementation of OECD Principles for Effective Public Investment Across Levels of Government

You may use this checklist in your city/region, or at the national government level.

-  System is in place and works in a satisfactory way
  System is in place but improvements are needed
  System is not in place or not functioning well

OBJECTIVES	INDICATORS			
PRINCIPLE 1				
To engage in planning for regional development that is tailored, results-oriented, realistic, forward-looking and coherent with national objectives	Coherent planning across levels of government Mechanisms exist to ensure that sub-national investment plans reflect national and sub-national development goals			
	Tailored, place-based development plan There is correspondence between assessment of territorial needs and strengths and planned projects			
	Clear public investment priorities There is a clear and authoritative statement of public investment priorities at national and regional levels			
To co-ordinate across sectors to achieve an integrated place-based approach	Complementary of hard and soft investments Consideration is given to complementarities between investments in hard and soft infrastructure			
	Complementarities across sectors Attention is given to potential complementarities and conflicts among investments by different ministries/ departments			
	Cross sectoral coordination Formal or informal mechanisms exist to co-ordinate across sectors (and relevant departments/agencies) at the sub-national level			
To support decisions by adequate data	Forward-looking investment plans Authorities assess the potential contribution of investments to current competitiveness, sustainable development and regional & national well-being			
	Data availability & use for investment planning Data are available and used to support the territorial assessment and planning process			
PRINCIPLE 2				
To coordinate across levels of government to reduce asymmetries of information	Coordination bodies across levels of government There are formal mechanisms/bodies for co-ordination of public investment (formal platforms and <i>ad hoc</i> arrangements) across levels of government			
	Cross-sectoral approach These coordination bodies/mechanisms have a multi-sector approach			
	Mobilisation of coordination arrangements There co-ordination mechanisms are mobilised regularly and produce clear outputs/outcomes			
	Efficacy of coordination platforms Stakeholders' perception (or empirical data) regarding the efficacy of these different platforms			
	Contractual agreements/partnerships Contractual agreements/partnerships across levels of government have been developed to manage joint responsibilities for sub-national public investment			
	Effectiveness of contractual agreements The share of sub-national public investment covered by these agreements is measured			
To align priorities across the national and sub-national levels	Co-financing arrangements There are co-financing arrangements for public investment			
PRINCIPLE 3				
To co-ordinate with other jurisdictions to achieve economies of scale across boundaries	Horizontal coordination Cross-jurisdictional partnerships involving investment are possible			
	Cross-sectoral approach Cross-jurisdictional partnerships cover more than one sector			
	Incentives from higher levels of government Higher levels of government provide incentives for cross-jurisdictional co-ordination			
	Effectiveness of horizontal coordination The share of investments involving use of cross-jurisdictional co-ordination arrangements at the sub-national level can be measured by mechanism and/or by sector			
To plan investment at the right functional level, in particular in metropolitan areas	Use of functional regions Functional regions are defined, identified, and used in investment policy			

*Indicators are conceived in a broad way to be applicable to sub-national and national governments and in all countries.

PRINCIPLE 4		✓	✓	✓
To identify social, environmental and economic impacts, ensure value for money and limit risks	Ex-ante appraisals A large share of public investment is subject to ex-ante appraisal			
	Results of ex-ante appraisals The results of ex-ante appraisals are used to prioritise investments			
To conduct rigorous ex-ante appraisal	Quality of appraisal process Ex-ante appraisals are conducted by staff with project evaluation skills			
	Independent review of ex-ante appraisals Share of ex-ante appraisals subject to independent review			
	Guidance for ex-ante appraisals Technical guidelines for ex-ante appraisal are available and used at all levels of government			

PRINCIPLE 5		✓	✓	✓
To engage public, private and civil society stakeholders throughout the investment cycle	Mechanisms to involve stakeholders Mechanisms exist to identify and involve stakeholders throughout the investment cycle			
	Fair representation of stakeholders Fair representation of stakeholders in the investment cycle consultation process is guaranteed (to avoid capture situations)			
	Early involvement of stakeholders Stakeholders are involved from the early stages of the investment cycle			
	Access to information Stakeholders have easy access to timely and relevant information throughout the investment cycle			
	Feedback integrated in decision-making process Stakeholders are involved at different points of the investment cycle and their feedback is integrated into investment decisions and evaluation			

PRINCIPLE 6		✓	✓	✓
To mobilise private sector financing, without compromising long-term financial sustainability of sub-national public investment projects	SNGs have access to technical assistance for PPP Sub-national governments have access to and use technical assistance for public-private partnerships (e.g. via PPP units, formal training, good practice guidance)			
	Use of quantifiable indicators The amount of private financing per unit (e.g. Euro, USD) of public investment is known			
	Access to information SNGs have access to information concerning (supra) national funds for investment			
To tap traditional and innovative financing mechanisms for sub-national public investment	Use of innovative financing instruments The use of new, innovative financing instruments at sub-national levels is accompanied by assessment of their benefits, risks, and sub-national capacities to employ them			

PRINCIPLE 7		✓	✓	✓
To develop institutional capacity and professional skills	Specific focus on investment required skills Human resource management policies demonstrate attention to the professional skills of staff involved in public investment (e.g. hiring is targeted, needs assessments are made, appropriate training is available and used)			
	Dedicated financial assistance Dedicating financial assistance is made available for technical training of civil servants involved with public investment; training utilisation rates			
	Technical guidance Technical guidance documents are available for actors at all levels of government to clarify approaches to planning, implementation, and evaluation of public investment			
To identify binding capacity constraints and the proper sequence of reforms	Assessment of binding capacity constraints Specific assessments are conducted to assess binding constraints for effective public investment and identify the needs and the proper sequence of reforms			

PRINCIPLE 8 (continued on next page)		✓	✓	✓
To design and use monitoring indicator systems with realistic, performance promoting targets	Performance monitoring in place A performance monitoring system is used to monitor public investment implementation			
	Timely reporting The monitoring systems facilitate credible and timely reporting of expenditure and performance			
	Output and outcomes The indicator system incorporate output and outcome (results) indicators			
	Targets Part of the indicators are associated with measurable targets			

PRINCIPLE 8 (continued from previous page)		✓	✓	✓	
To use monitoring and evaluation information to enhance decision making	Performance monitoring information is used in decision-making Performance information contributes to inform decision-making at different stages of the investment cycle				
To conduct regular and rigorous ex-post evaluation	Ex-post evaluations • Ex-post evaluations are regularly conducted. Some ex-post evaluations are conducted by independent bodies (e.g. research organisations, universities, consultancies) • Clear guidance documents exist that detail ex-post evaluation standards				
PRINCIPLE 9		✓	✓	✓	
To define appropriate inter governmental fiscal arrangements that help align objectives across levels of government	The intergovernmental fiscal framework is clear, with timely indications of transfers between levels of government.				
	There is minimal variance between estimated and actual transfers.				
	Information is made publicly available on the fiscal situation of sub-national governments and their comparison				
PRINCIPLE 10		✓	✓	✓	
To ensure budget transparency at all levels of government	Budget transparency Budget transparency principles apply at all levels of government				
	Timely information Budgetary information regarding public investment is publicly available to stakeholders at all levels of government in a timely and user friendly format				
	Maintenance costs integrated into budgeting Operations and maintenance costs of infrastructure investment are assessed and integrated into budgeting and planning decisions				
To ensure sub-national and national fiscal stability	Budget coordination across levels of government Budgetary coordination across levels of government in terms of contributions to national fiscal targets				
To link strategic plans to multi-annual budgets	Multi-year forecasts Public investment is linked to multi-year budget forecasts, which are reviewed regularly				
	Medium term budgeting framework The medium-term planning and budgeting framework is integrated with the annual budget				
	Multi year forecasts Multi-year forecasts for public investment reviewed and updated regularly				
PRINCIPLE 11		✓	✓	✓	
To engage in transparent, competitive, procurement processes	Competitive procurement • The share of public tenders for public investment that are competitively awarded is known and publicly available • The participation rates for tenders is known • Procurement information from the full procurement cycle is publicly available at the national and sub-national levels of government • Procurement review and remedy mechanisms are in place at the national and sub-national levels				
	To encourage procurement at the relevant scale	Strategic procurement The share of procurement which involves more than one sub-national government is known			
	To promote the strategic use of procurement	• Procurement is used strategically by SNGs to achieve green objectives • Procurement is used strategically by SNGs to achieve innovation objectives			
	To foster sub-national capacity building for procurement	Sub-national capacities for procurement • There is recognition of procurement officials as a specific profession • Formal guidance regarding procurement procedures is provided to sub-national governments • There is a procurement unit that can assist SNGs • The percentage of total annual contracts awarded go to SMEs in sub-national procurement is known • The percentage of national/sub-national procurement conducted on-line is known			
PRINCIPLE 12		✓	✓	✓	
To engage in “better regulation” at sub-national levels, with coherence across levels of government		Regulatory coordination across levels of government Formal co-ordination mechanisms between levels of government that impose specific obligations in relation to regulatory practice			
		Regulatory impact assessment Regulatory Impact Analysis (RIA) are used			
	Reduction of stock of regulation Efforts to reduce the stock of regulation or simplify administrative procedures in relation to public investment are made				
	Public consultations Public consultations are conducted in connection with the preparation of new regulations of sufficient duration, accessible, and appropriately targeted				
	Use of e-government tools Use of e-government tools used to simplify administrative procedures for public investment projects				