







ENTRY GUIDELINES

We're looking for ideas that are appropriate, useful, and practical, and have yet to be implemented on a large scale. All submissions will be reviewed using the following criteria. Guidance on how to apply these criteria can be found on the pages that follow.

Appropriate

relevant	<ul style="list-style-type: none"> Does the indicator you propose focus on one of the five main iChallenge systems (public financial management, public administration and civil service, public information, tax administration, procurement)? Does the indicator you propose address one of the three main iChallenge cross-cutting themes (transparency, accountability, participation)?
different from/improves upon existing indicators	<ul style="list-style-type: none"> Is the indicator you propose not yet widely collected across countries? How does the indicator you propose relate to and/or improve upon existing measures that are already widely collected across countries?

Useful

action-worthy	actionable
 <ul style="list-style-type: none"> Does the indicator you propose clearly link to better outcomes for citizens? Does it measure improvement in something commonly regarded as valuable (such as transparency) by the international community? 	 <ul style="list-style-type: none"> Can policymakers take clearly identified steps to improve the system attribute measured by this indicator?
behavioral	replicable
 <ul style="list-style-type: none"> Does the indicator you propose capture or measure actual change in the behavior or performance of a system - not just whether it exists? 	 <ul style="list-style-type: none"> Can the indicator you propose be collected in a relatively objective way? If two (or more) different people analyze this indicator's evidence, will they be able to come to similar conclusions?

Practical

feasible	<ul style="list-style-type: none"> Can this indicator be measured and its data collected, at reasonable cost, across a wide range of countries? Is the indicator you propose dependent on institutional design features that may not apply in all countries?
valid	<ul style="list-style-type: none"> If you are using a proxy indicator, is it a plausible substitute for the "true" data you want to measure?



GUIDANCE FOR APPLYING CRITERIA

relevant

The indicator you propose should be focused on **at least one** of the targeted public management systems: public financial management, public administration and civil service, public information, tax administration, or procurement. We're also looking for indicators that focus on the larger themes of transparency, accountability, and participation; because these themes apply to all five sectors, indicators that measure these may address more than one system. If you have an idea for an indicator that doesn't address one of these identified systems, you'll need to explain why it is still relevant for measuring public management.

different from or improves upon existing indicators

Our website, <http://worldbank.org/iChallenge>, has a list of current indicators that meet the utility criteria and are being regularly collected for at least 20 countries. We're looking for indicators that improve upon the current set by filling gaps, using different methodologies, or even applying other proxies.

action-worthy



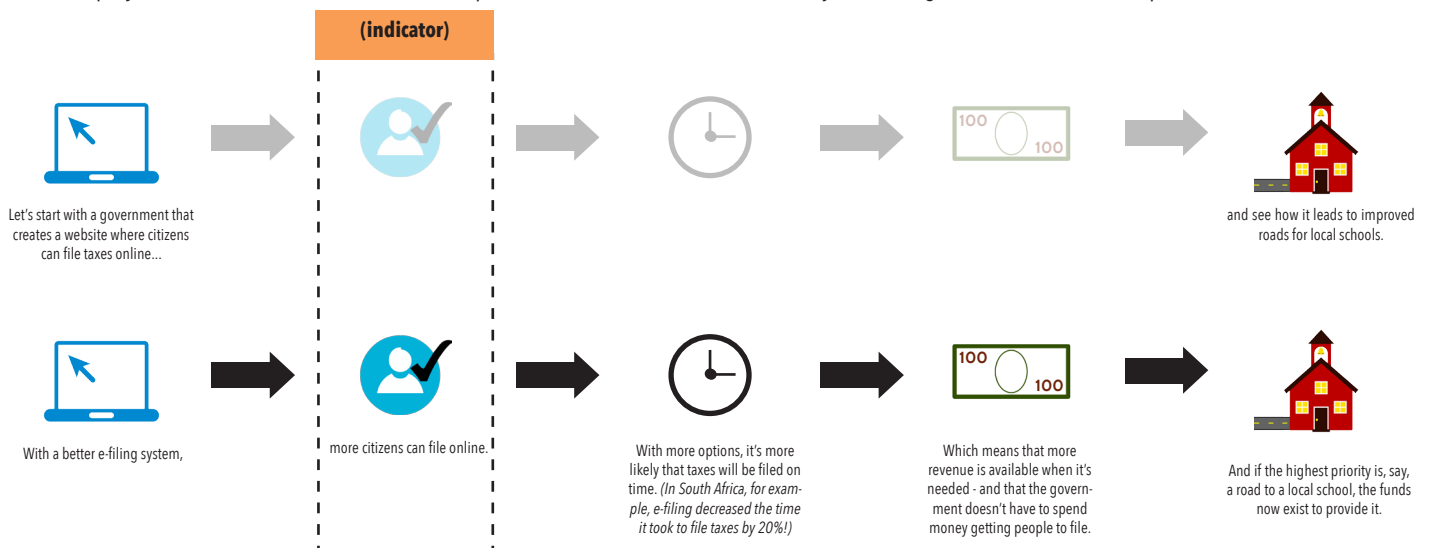
The best and easiest way to tell if an indicator is **action-worthy** is to explain why it matters - in other words, to tell a story that connects the indicator to an outcome that we care about. These stories are often referred to as **results chains** or **logic models**, and an example is included below. Ideally, the linkages between the indicator and outcomes have been proven to exist - that is, there is evidence of this instrumental value. However, such evidence is often lacking, and in its absence, we usually rely on theory.

Some other indicators are action-worthy because they lead to things that we find **intrinsically valuable** - such as transparency, accountability, and participation - regardless of whether they have a tight link to development outcomes like better service delivery or reduced poverty.

IS IT ACTION-WORTHY?

Indicator: % of taxes e-filed

Why do we care about how many people e-file their taxes? Because it tells us how tax collection is improving - which, in turn, leads to more resources available for projects like roads and schools. This example shows what the indicator is actually measuring - and the real-world implications of that data.





actionable



Actionable indicators point to places where governments can take action. They don't deal with very broad and high-level concepts, such as overall government effectiveness; rather, they focus on areas where there are clear potential steps for improvement.

ACTIONABILITY

Key Questions

As you consider your indicator entry, here are some questions to help you determine the actionability of your idea.

Question	Description	Example
<i>Are key terms clearly defined?</i>	Vague or general terms such as "effective" or "quality" are difficult to quantify. An actionable indicator will either leave these terms out or provide a clear definition.	<ul style="list-style-type: none"> • Actionable: Percentage of staff who complete 20 hours of training each year. • Not actionable: Presence of an effective government-sponsored training program.
<i>Is the indicator a "composite"?</i>	Composite indicators are composed of multiple distinct indicators that have been condensed into one "super-indicator." These are difficult to render actionable because a change in score can depend on multiple areas.	<ul style="list-style-type: none"> • Actionable: Number of downloads per year of budget report from main finance ministry website. • Not actionable: "Budget access score" determined by number of budget report downloads, frequency of government updates, and number of budget report-related queries received per year.
<i>Is there a person or department who can take action to change this indicator score?</i>	While the answer doesn't have to be the same for all countries, the indicator does need to point to someone within the government who can do something about it. If the answer is "no one," then the indicator isn't actionable.	<ul style="list-style-type: none"> • Actionable: Frequency of reports identifying corruption-related incidents over the course of one year. • Not actionable: Presence of corruption among government officials over the course of one year.



behavioral



We are looking for indicators that measure how public management systems actually work, not just what they look like on paper. We want indicators that capture changes in the performance of public management systems, or in the actual behavior of government officials.

Is It BEHAVIORAL?

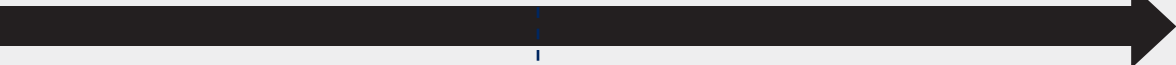
Examples

To address some of the challenges facing public management systems, laws and regulations already exist. Just because they're present, however, doesn't mean that they actually have an impact. To measure the actual performance of a public management system, indicators can't just analyze whether reform measures exist; they also have to take into account what effects they have in practice.



Not Behavioral

Behavioral



Indicator Asks:

Does it exist?

Does it have a given feature or content?

Is it actually used or implemented?

Does it contribute to a larger outcome?

Example

Are there regulations addressing conflict of interest for civil servants?

Do conflict of interest regulations include all public officials, or only civil servants?

What percentage of civil servants engaged in conflicts of interest actually faced consequences?

How many civil servants cite these regulations as a deterrent against corruption?

Behavioral?

No. Just because the regulations exist doesn't mean that they are enforced.

No. Even if these regulations are comprehensive, we don't know if they're actually used.

Yes. It shows whether these regulations are actually being implemented.

Yes. It indicates whether these changes have had a positive effect on the system at large.

replicable



There are multiple methodologies that can be successfully used to collect indicators. Oftentimes, what matters is **not** where the data comes from (e.g. experts, citizens, or government records), nor how that data is collected (for example, via surveys or desk-based research). Rather, what's important is what steps can be taken after the fact to compare and validate responses. The main concern is that the data is replicable - that is, results are consistent across different assessors and the methodology is transferable across cases and contexts.



iChallenge

feasible

The indicator you propose should be something that can actually be measured, and it shouldn't depend on institutional design features that may not apply in all countries (for example, a civil service exam). Ask yourself if that indicator's methodology has been applied successfully in other contexts, and if it hasn't, some possible reasons

valid

Above all, the submitted indicator must work - it needs to measure what it claims. Proxy indicators can be good alternatives when direct measures are too difficult or costly to collect. But if you choose to use a proxy, be sure that it is a plausible substitute for the "true" phenomenon you want to measure.