

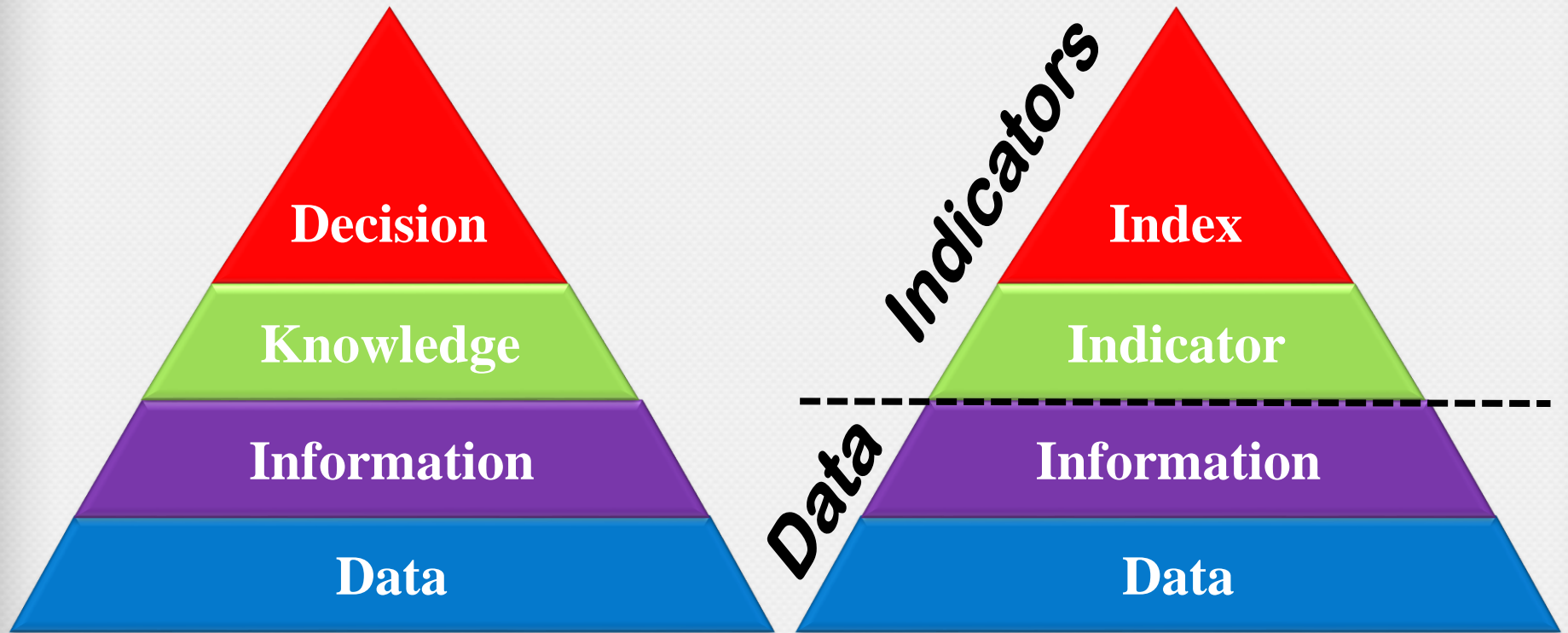
Key Performance Indicators (KPIs)

December, 2018

What are “Indicators”?

- ❑ **Indicators** are quantitative/qualitative statements or measured/observed parameters that can be used to describe existing situations and measure changes or trends over time. Their three main functions are simplification, quantification and communication.
- ❑ Indicators generally created to simplify the complex phenomenon, so that communication of information can be enabled or enhanced to policy-makers and other interested parties, including the general public.
- ❑ Indicators do not specify a particular level of achievement -- the words “improved”, “increased”, or “decreased” do not belong in an indicator.

Information Pyramid



Aim of indicators

- ❑ Reduce the number of measure and of parameters, that should be necessary to do an exact representation of situation.
- ❑ Simplify the communication processes of results of measure to stakeholders.
- ❑ Supply information on specific problem, in order to enable policy-makers to value their seriousness.
- ❑ Support policy development and priority setting, by identifying key factors that cause pressure, and to monitor the effects of policy responses.

Typology of Indicators

Quantitative

Qualitative

Impact

Performance

Core

Sub/Optional

Characteristics of good indicators

Scientific perspective

- ❑ **Readily measurable:** on the time-scales needed to support management, using existing instruments, monitoring programmes and available analytical tools. They should have a well-established confidence limit, and their signal should be distinguishable from background noise.
- ❑ **Cost effective:** Indicators should be cost-effective since monitoring resources are usually limited.
- ❑ **Concrete:** Indicators that are directly observable and measurable (rather than those reflecting abstract properties) are desirable because they are more readily interpretable and accepted by diverse stakeholder groups.
- ❑ **Interpretable:** Indicators should reflect properties of concern to stakeholders; their meaning should be understood by as wide a range of stakeholders as possible.

Characteristics of good indicators

Scientific perspective

- ❑ **Based on scientific theory:** Indicators should be based on well-accepted scientific theory, rather than on inadequately defined or poorly validated theoretical links.
- ❑ **Sensitive:** Indicators should be sensitive to changes in the properties being monitored (e.g., able to detect trends in the properties or impacts).
- ❑ **Responsive:** Indicators should be able to measure the effects of management actions so as to provide rapid and reliable feedback on the consequences of management actions.
- ❑ **Specific:** Indicators should respond to the properties they are intended to measure rather than to other factors, i.e., it should be possible to distinguish the effects of other factors from the observed responses.

Characteristics of good indicators

Management perspective

- ❑ **Relevant** to management objectives.
- ❑ Clearly **linked** to the outcome being monitored.
- ❑ **Developed** with all those involved in management.
- ❑ **Part** of the management process not an end of it.

Fact / Reference Sheet

A **fact / reference sheet** is a tool to collect homogenous information and data for indicators relating different issues, Its main objective is effective communicate information summaries general concepts and emphasize points of interest and concerns.

Fact / Reference Sheet

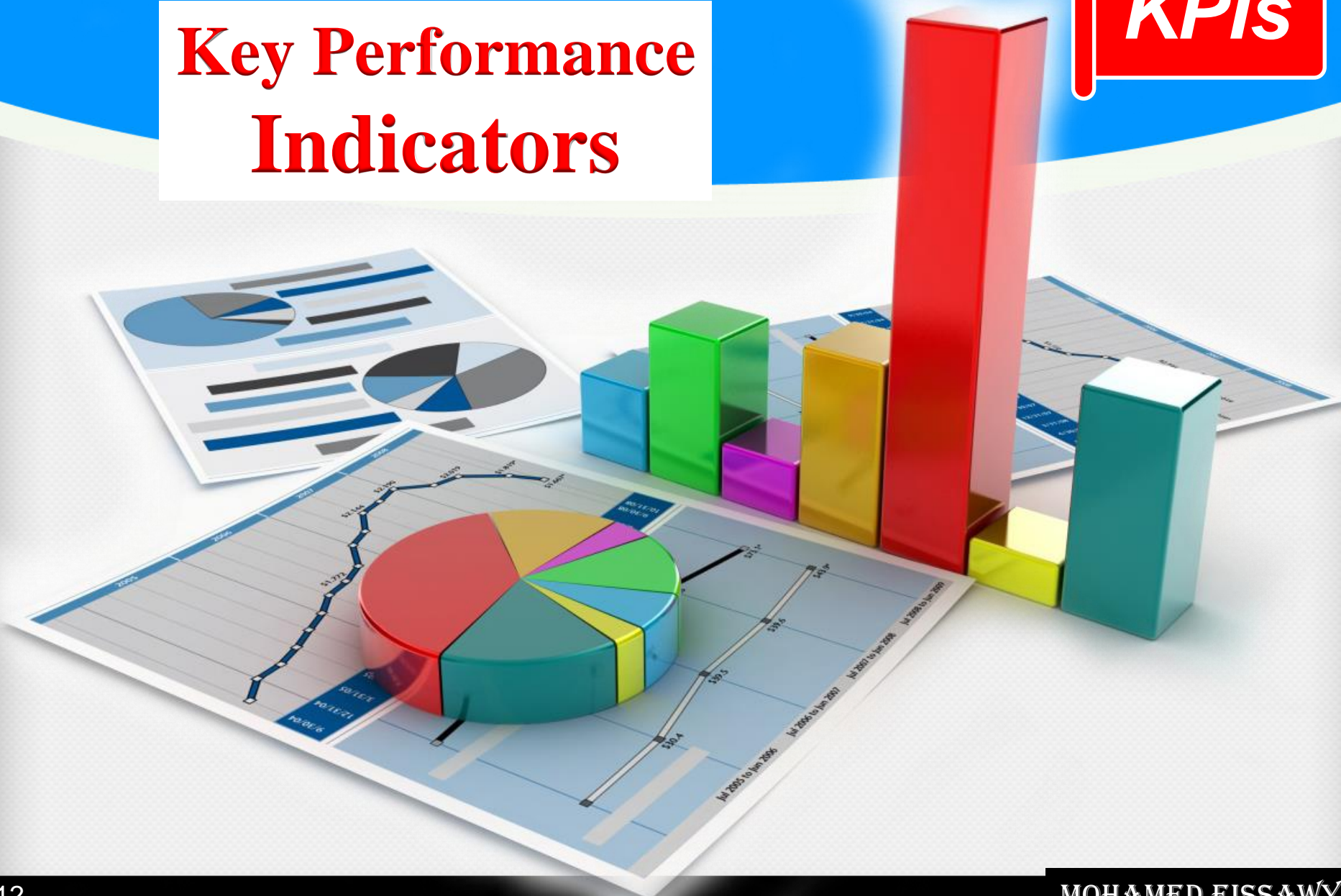
- ❑ The fact/reference sheet attempts to answer the following questions:
 - Is the indicator easy to interpret correctly? Does it match the interest of the target audience?
 - Is the indicators representative of the monitored issue?
 - What are the causes behind the development of the indicator?
 - Is there a national/international reference value for comparing changes over time?
 - Is the indicator based on accurate, reliable data, comparable over time space?
 - What is the methodology used to build the indicator? Scientifically, is the indicator well done?
 - What is the quality of information provided by the indicator?

Fact / Reference Sheet

Indicator Reference Sheet	
Title of Indicator	
Programmatic Area:	
Name of Indicator:	
Level of Indicator:	
DESCRIPTION	
Purpose:	
Precise Definition(s)(w/ references):	
Unit of Measure (eg, people, days, districts):	
Numerator:	Denominator:
Disaggregated by:	
PLAN FOR DATA COLLECTION AND REPORTING	
Data Sources/Method:	
Frequency and Timing of Data:	
Individuals Responsible for Reporting Data:	
Individuals Responsible for Receiving Data:	
Location of Data Storage (eg, where will you store the completed data collection forms you have received):	
DATA QUALITY ISSUES	
THIS SHEET LAST UPDATED ON:	

Key Performance Indicators

KPIs



Key Performance Indicator

- ❑ Monitor, track and demonstrate the overall progress, either negative or positive, on stated benchmarks, goals and objectives.
- ❑ Measures the current state or condition compared to the reference state/condition, and identifying the distance from the goal or target.
- ❑ commonly used by governments, non-governmental organizations and businesses to help inform interested stakeholders and the public about the progress in achieving particular goals.
- ❑ Can be linked to qualitative objectives, such as goals or aims, or they can be linked to quantitative objectives, such as benchmarks, targets or commitments.

Indicators of Inputs, Outputs, and Impacts

- ❑ **Input Indicators:** What resources are required?
What your project does?
- ❑ **Output Indicators:** What your project produces?
What your project achieves?
- ❑ **Impact Indicators:** How Your Project Contributes to Higher-Level Strategic Goals?

Selection Criteria

R

Relevant

closely linked to the objectives to be reached

A

Accepted

by staff, stakeholders, and other users

C

Credible

Unambiguous and easy to interpret

E

Easy

feasible to monitor and collect data at reasonable cost

R

Robust

not easily manipulated

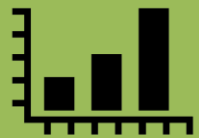
Selection Criteria



Specific

S

What will change for whom?
(in concrete terms)



Measurable

M

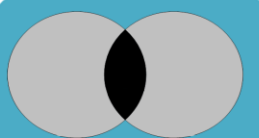
Source of and mechanism for
measurement data are identified



Attainable

A

Achievable in the proposed time
frame with available resources



Relevant

R

closely linked to the objectives to
be reached



Time Based

T

Have a temporal reference

Selection Criteria

S	Subjective
P	Participatory
I	Interpreted and communicable
C	Crosschecked and compared
E	Empowering
D	Diverse and Disaggregated

C	Clear
R	Relevant
E	Economic
A	Adequate
M	Monitorable

Selection Criteria

Selection Steps

1

Review the program framework

2

Develop a possible indicators list

3

Assess each indicator

4

Select the “best” indicators

Common Pitfalls in Indicator Selection

- Indicators not linked to program activities.
- Using outputs as outcomes.
- Poorly defined indicators.
- Data needed for indicator is unavailable.
- Too many indicators!!!

Operationalizing Indicators

- ❑ Identify exactly how a given concept, result, or behavior will be measured.

- ❑ Challenges include:
 - subjective judgment.
 - local conditions.
 - unclear yardsticks.

Importance of Operationalizing Indicators

- ❑ everyone is using the same definitions;
- ❑ units of measurement are the same;
- ❑ everyone understands the indicators;
- ❑ only the most significant program elements or achievements are being tracked; and
- ❑ the chosen indicators will assist in appropriate decision-making and/or action-planning.



THANK YOU

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