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Do we deliver what we promise?

**Developing a robust performance
measurement system**

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Issues in setting up a performance measurement system

- Purposes of a performance measurement system
- Library of Performance Indicators
- Data sources
- Integration and analysis of data, timeliness of reporting and reporting schemes

Purposes of a performance measurement system

- to clarify what works and what does not work
- to provide evidence for strategic choices and investments
- to increase the transparency of public processes (e.g. by allowing citizen access to information about the processing of forms or decision-taking processes)
- to highlight critical success factors in implementation
- to highlight possible side-effects and unintended consequences

Library of Performance Indicators (PIs)

(i) Key principles for their design

- Each PI should be relevant to at least one of the objectives of the programme or initiative
- It should be clear whether a change in a PI indicates that the objective(s) is being achieved to a greater or lesser degree than before
- The score on the PI should not easily be subject to manipulation
- Scores should be normalised

Library of PIs

(ii) - Fitting PIs in an assessment system

PIs should cover all the main dimensions which we wish to evaluate, including

- level of activity ('outputs')
- volume of use (analysis of workload - processes)
- social or other groups to which users belong ('targeting')
- quality of experience offered to users
- unit cost.

Library of Pis

(iii) Areas in which PIs could be suggested

- General impacts on the public
- Impacts on corporate management system
- Impacts on corporate communication
- Impacts on service delivery
 - Meeting service needs of customers
 - Time and cost implications

Data sources

- Survey of population
- Survey of households
- Survey of staff
- Management Information Systems (MIS) in the public service organisations concerned (databases, data sheets, flow charts...)

Integration, analysis of data, timeliness and reporting schemes (i)

Area of public sector and public service activity	Key Performance Indicator	Example of a target	Notes on scope of PI	Collection method	Stakeholders likely to be interested	Measure / Deviation

Integration, **analysis of data**, timeliness and reporting schemes (ii)

- monitoring progress against predefined targets
- highlighting the incidences (or possible incidences) of fraud or corruption (within the ethics infrastructure)
- benchmarking progress against other agencies, other programmes
- assessing quality against predefined standards (often in mid-project or mid-term review, since quality PIs are not easy to collect on an ongoing basis)
- measuring benefits and costs as part of an overall assessment of individual initiatives or projects)

Integration, analysis of data, **timeliness and reporting schemes** (iii)

- Periods of time for collecting data, analysis and reports (every day, week, month, term, year...)
- Report strategies to different stakeholders
 - political body and managers,
 - staff,
 - recipients of the service,
 - other interested parties,
 - general public...

Summary: Some 'Silver Rules' of Performance Measurement

Note for translator: This slide has been already translated for the first session for workshop2.ppt

- Be clear about purposes
- Relate PIs to objectives, unless ...
- Use targets - but only AFTER setting the underlying objectives
- PI portfolios must be balanced
- Set separate PIs for economy, efficiency, effectiveness, outcomes, equity and quality
- Self-assessment is normally better (but requires audit)
- Agree, don't impose (unless ...)
- Assess priorities first - 'proportionality'
- Make comparisons over time and between departments /agencies
- Organise for performance management
- 'Short, sharp, snappy'