Monitoring Dashboard

How will we monitor the performance and risks of our partnership?

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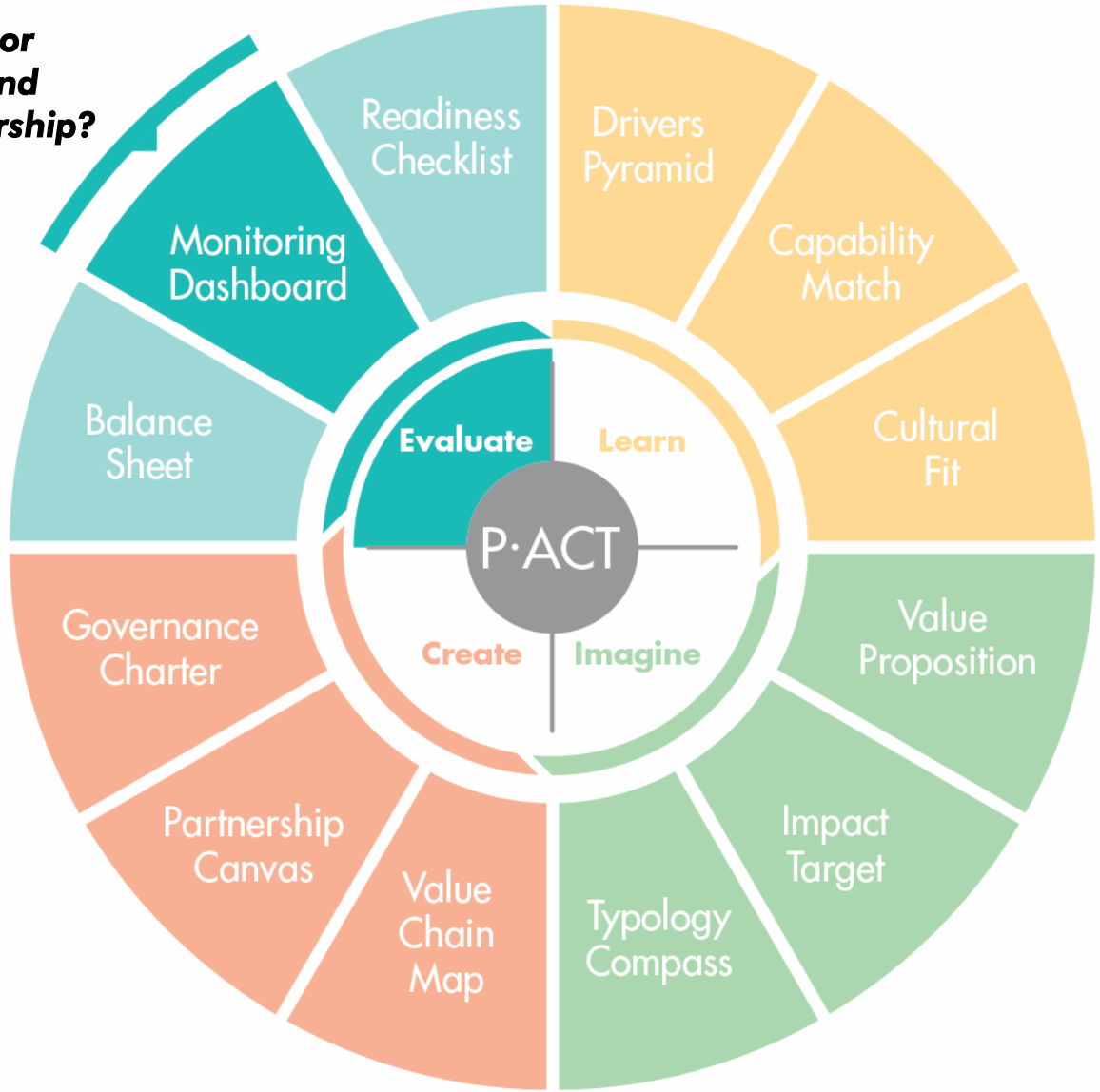

Pre-requisite tools:
- Impact Target
- Partnership Canvas
- Balance Sheet

Next tools:
- Readiness Checklist

Monitoring Dashboard

How will we monitor the performance and risks of our partnership?

Impact-driven partnerships are complex and dynamic, often spanning several months or years within evolving contexts. Partners need to develop a process to continuously ensure that the partnership is progressing positively towards its goals and to anticipate any potential challenges or obstacles before they arise and act accordingly to mitigate them. This tool enables partners to develop a monitoring framework that will enable them to drive the partnership towards its goals.

Monitoring Dashboard ***Mural template***

Tool source:
Inspired from SEED tool *Performance Monitoring (not public)*

Why should we use it?

To monitor partnership performance and risks, and drive the partnership towards its goals.

What will we accomplish?

Identify partnership key performance indicators (KPIs), and develop baselines, targets and set a plan for necessary actions

Identify partnership key risk indicators (KRIs), and set baselines, thresholds and set plan for necessary actions

Step-By-Step

Monitoring Framework

The evaluation framework proposed in this tool assesses the performance and risk of partnerships in six areas.

- ***Customer value:*** Is the partnership creating its intended value for the customer?
- ***Partnership impact:*** Is the partnership creating its intended impact for the beneficiaries?
- ***Partner value:*** Are the partners capturing the expected value from the partnership?
- ***Partnership costs:*** Are the partnership costs within expected levels for each partner?
- ***Partnership activities:*** Are the partnership activities advancing according to plan?
- **Partner relationship:** Is the relationship between the partners healthy?

The output of this tool is a holistic diagnosis of the partnership overall, as well as a specific action plan to drive the partnership between reviews.

Customer Value

Partnership Impact

Partner Value

Partner Cost

Partnership Activities

Partner Relationship

Step 1:

Define key performance indicators & targets

1.1 Together, discuss and define what would success mean for each section of the Monitoring Framework. Consider both **quantitative and qualitative** success definitions. Sometimes partners tend to focus on easily quantifiable factors and ignore important though less easily quantifiable qualitative factors.

1.2 Brainstorm together **SMART KPIs** you will use to monitor the performance of your partnership. The KPIs list should be comprehensive but actionable, focusing on the top 2-5 indicators that are most important and would best inform decisions.

1.3 For each KPI, identify the **target** you want to reach and clarify the **timeframe**, the **unit of measure** and how the data will be collected.

- On the first time you establish the Dashboard, record the "As is" status for each KPI. This will establish your **baseline**.
- Every time you update the Dashboard, record the status of each KPI. Compare to your baseline and target and discuss decisions to be made or actions to be taken.

Worksheet:

KPI Definition Worksheet

Click on the link to access the spreadsheet:

Performance Area	KPI-Indicator	Unit of Measure	Source of Data	Target Value	Target date	Baseline	Baseline date
Customer Value How will we verify that the partnership is delivering value for its customers?							
Impact How will we verify that the partnership is generating impact for its beneficiaries?							
Partner Value How will we verify that the partners are capturing value from the partnership?							
Partnership Costs How will we verify that the partnership costs are within expected levels for each partner?							
Partnership Activities How will we verify that the partnership activities are advancing to plan?							
Partners Relationship How will we verify that the relationship between the partners is positive?							

Example

KPI Definition Worksheet

Example: This is a partnership between ClinicPesa, a tech start-up that provides an mobile based saving and credit platform for medical expenses and a national Telecom provider in Uganda.

See more detailed indicators in spreadsheet:

Performance Area	KPI-Indicator	Unit of Measure	Source of Data	Target Value	Target date	Baseline	Baseline date
Customer Value							
Access to credit	*# customers who qualified for credit*	*# to-date*	*clinicPesa transaction and Mobile Money Data*				
	# customers who received credit	*# to-date*	*clinicPesa data*				
	Average credit per customer	*monthly average*	*clinicPesa data*				
Partner Value							
Revenue Growth	*$ in revenue margins from clinicPesa*	*$ /month*	*clinicPesa data*				
	$ in revenue margins from new & reactivated customers	*$ /month*	*Telecom data*				
Partnership Costs							
Market activation cost	*$ amount to create awareness*	*$ /year*	*clinicPesa/ Telecom data*				
Partnership Activities							
Attracting right customers	*% of customer qualified vs total customers*	*# /month*	*clinicPesa/ Telecom data*				

Step 2:

Define key risk indicators & thresholds

2.1 Together, discuss any ***risks*** that might stifle the partnership success in each area of the evaluation framework. Consider both internal and external risks. Focus on the risks that are most critical to the partnership and likely to materialize.

2.2 For each risk factor, brainstorm collectively ***SMART KRIs*** you will use to monitor the risk of your partnership. The list should be comprehensive but actionable, focusing on the top 2-5 indicators that are most important and would best inform decisions.

2.3 For each KRI, identify your thresholds (level of risk you want to stay below) and clarify the timeframe, the unit of measure, and how the data will be collected.

- On the first time you establish the dashboard, record the "As is" status for each KRI. This will establish your baseline.
- Every time you update the Dashboard, record the status of each KRI. Compare to your baseline and target and discuss decisions to be made or actions to be taken.

Internal risks
Internal risks are risks that are within the control of the partners. They generally relate to the partners' capacity to execute on the partnership activities

External risks
External risks are risks that are beyond the control of the partners. Such risks are generally more difficult to predict and manage than internal risks.

Internal Risks

- Team
- Organisation
- Knowledge
- Financial
- Operational

External Risks

- Political
- Economic
- Social
- Technological
- Legal
- Environmental

Worksheet:

KRI Definition Worksheet

Click on the link to access the spreadsheet:

Performance Area	KRI-Indicator	Unit of Measure	Source of Data	Target Value	Target date	Baseline	Baseline date
Customer Value How can we track risks that could prevent the partnership from delivering value for its customers?							
Impact How can we track risks that could prevent the partnership from generating impact for its beneficiaries?							
Partner Value How can we track risks that could prevent the partners from capturing value from the partnership?							
Partnership Costs How can we track risks that could push partnership costs beyond expected levels for each partner?							
Partnership Activities How can we track risks that could prevent the partnership activities from advancing to plan?							
Partners Relationship How can we track risks that could damage the relationship between the partners?							

Example

KRI Definition Worksheet

Example: This is a partnership between ClinicPesa, a tech start-up that provides an mobile based saving and credit platform for medical expenses and a national Telecom provider in Uganda.

See more detailed indicators in spreadsheet:

Performance Area	KRI-Indicator	Unit of Measure	Source of Data	Target Value	Target date	Baseline	Baseline date
Customer Value							
If customers are over indebted	*# customers defaulting*	*#*	*clinicPesa loans + repayments*				
If demand for usage exceeds clinicPesa's capacity to onboard provider outlets	*# of regions with customers and without onboarded provider outlets*	*#*	*clinicPesa Outlet mappings per region*				
Partner Value							
If customers growth is slow	*# new customer due to clinicPesa*	*# /month*	*Telecom system and clinicPesa System data*				
If savings volumes are low	*$ saved per customer*	*$ /month*	*clinicPesa System*				
Partnership Costs							
If Telecom introduces transaction cost per saved amount	*rate charged per saving*	*$ /transaction*	*clinicPesa and Telecom system data*				
Partnership Activities							
If Telecom removes the Auto loan recovery flags	*# loans without recovery flags*	*# /month*	*clinicPesa and Telecom system data.*				
Partners' Relationship							
If clinicPesa onboards undocumented account on its platform.	*# undocumented customer accounts*	*#*	*clinicPesa and Telecom system data.*				

Step 3:

Test and refine the Monitoring Dashboard

A monitoring dashboard is just as useful as the decisions and actions that it enables the partners to make in order to keep the partnership on track towards its goals. And while new KPIs and KRIs can be added during the partnership lifetime, it is important to maintain consistency in using the same indicators over the lifetime of the partnership. This enables partners to drive the partnership with more certainty and to report coherent data about its progress. Consequently, before operationalizing your Monitoring Dashboard, it is important to test it and ensure that you have designed a tool that will serve you and your partners effectively for critical decision-making.

3.1 Before finalizing your dashboard, reflect together on the following questions and make any necessary adjustments:

- Are the status data accessible and easy to collect?
- Do the KPIs provide a comprehensive read on the partnership performance?
- Do the KRIs provide a comprehensive read on the partnership risk?
- Will your indicators enable you to make decisions or take actions for the improvement of your partnership success?
- Are your targets / thresholds realistic in the timeframe established?
- How often will you update and review your dashboard?
- Who will be responsible for collecting the data? Who will participate in the review and decision making?

Facilitation Tips

Step 1 and 2

Collective brainstorming + Collective definition

- If participants struggle to align on KPIs, they can review the outputs of prerequisite tools as dashboard inputs.
- The most complex part is defining the specific measurement details (e.g. absolute numbers, percentages, growth rates; or what to count in e.g. who is considered as permanent staff or successful training graduate?). Working out various alternatives before deciding on the best fit for each KPI/KRI will help. From final descriptions, anyone outside the current working group should be able to clearly understand how to go out and get the right figures.
- Make sure to reach complete consensus in each area of the KPIs/ before moving forward.

Step 3

Collective reflection

- Make sure that data collection, processing and review responsibilities are well identified and assigned.
- Link the tool output to the governance tool if the group has used it.