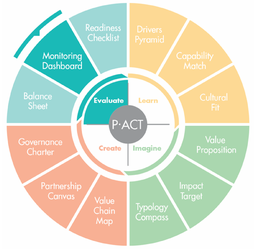
P·ACT

SEED promoting entrepreneurship for sustainable development

MITD-Lab designing for a more equitable world

Welcome to the Workshop

Name of Workshop



Tool: Monitoring Dashboard

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

Step-By-Step

Step 1 — Define key performance indicators & targets

Step 2 — Define key risk indicators & thresholds

Step 3 — Test & refine the Monitoring Dashboard

Facilitation

Teams

Partner 1

Organization's name	
Representatives	

Partner 2

Organization's name	
Representatives	

Example

Step 1 Define key performance indicators & targets

Step 2 Define key risk indicators & thresholds

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				

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 1 Define key performance indicators & targets

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?							

Step 2 Define key risk indicators & thresholds

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?							

Steps Description

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.

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

Step 3 Test & 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?