

## KPIs

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# KPIs



- An instrument for monitoring performance against objectives
- Enable evidence-based decision making
- Contribute to communication of achievements
- Contribute to the evaluation of socio-economic return and sustainability

**R**elevant

**R**obust

**C**redible

**A**ccepted

**E**asy to monitor

*" If you can't **measure** it,  
You can't **manage** it"*

Peter Drucker

# Preparatory phase: challenges and good practices



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- Early defined indicators allow to identify the best KPIs
- Aligned with the objectives of the RI (and not the WP!)
- Limited number
- Accepted by stakeholders
- Development of processes to measure them easily
- Interaction with other RIs and PPs to build on the knowledge of the community

# KPIs: recent developments



- Expert group on “Indicators for the evaluation of the pan-European relevance, proposal to ESFRI (2013)
- EC staff working document ‘Sustainable European RIs, A Call for Action’, proposes to *‘assess the quality and impact of the RI and its services, by developing a set of Key Performance Indicators, based on Excellence principles.’*
- Conference conclusions Bulgarian Presidency conference “RIs beyond 2020”: *“...need for systemic monitoring and impact assessment... based on commonly agreed methodology and process to define the Key Performance Indicators, reflecting the objectives of the various RIs”*

# KPIs: recent developments



- Competitiveness council conclusions invited *'Member States and the Commission within the framework of ESFRI to develop a common approach for monitoring of their performance and invited the Pan-European Research Infrastructures, on a voluntary basis, to include it in their governance and explore options to support this through the use of Key Performance Indicators'*

# KPIs: present status of RIs and PPs



<http://www.eref-aisbl.eu>



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GA N. 731112

Position paper: <https://www.ceric-eric.eu/2018/08/30/key-performance-indicators-of-research-infrastructures/>

ERF and ACCELERATE questionnaire answered by ERF members, ERICs and PPs

22 respondents

# KPIs: present status of RIs and PPs



**+** We already do + strongly agree + agree

**-** Strongly disagree + disagree

**=** Neither agree nor disagree



1. Do you think your RI should have Key Performance Indicators (KPI)?

<b>+</b>	<b>-</b>	<b>=</b>
100%	0%	
82%	5%	14%
95%	5%	
91%	9%	
100%		
86%		14%

2. Do you think that your governing body should be responsible for adopting the KPIs of your RI?

3. Do you think that results of the performance monitoring should be reported to the governing body of your RI on an annual basis?

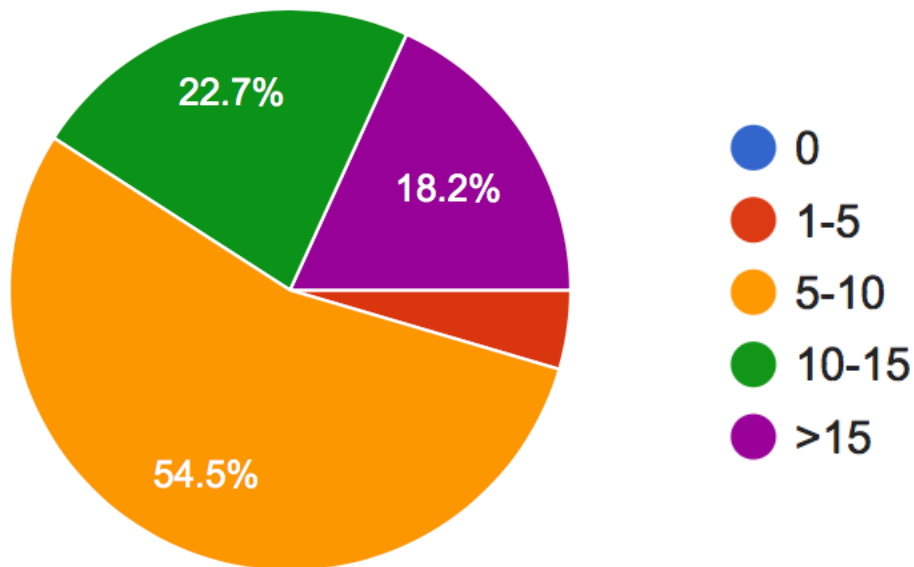
4. Would you opt for publishing KPIs in your RI's annual report?

5. Do you agree that performance indicators should be linked to the intervention logic of your RI, i.e. the objectives behind the establishment of your RI?

6. Do you agree with the proposed KPIs guiding principles? (Relevant, Accepted, Credible for non-experts, Easy to monitor, Robust)

# KPIs: present status of RIs and PPs

7. How many KPIs do you use / think should be used to monitor the performance of your RI?



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ERF-AISBL

Association of European-level  
Research Infrastructure Facilities



# KPIs: present status of RIs and PPs



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## Comments:

- put into context and not used to compare performance across RIs
- Accompanied by case studies and narratives (qualitative performance criteria)
- Development of IMPACT indicators (beyond performance), to be measured every five years
- Specific for every RI: one size doesn't fit all!

