



Indicators for Programme Monitoring and Management - 5 Challenges

Keynote speech
CISTRANA PIANIST Workshop

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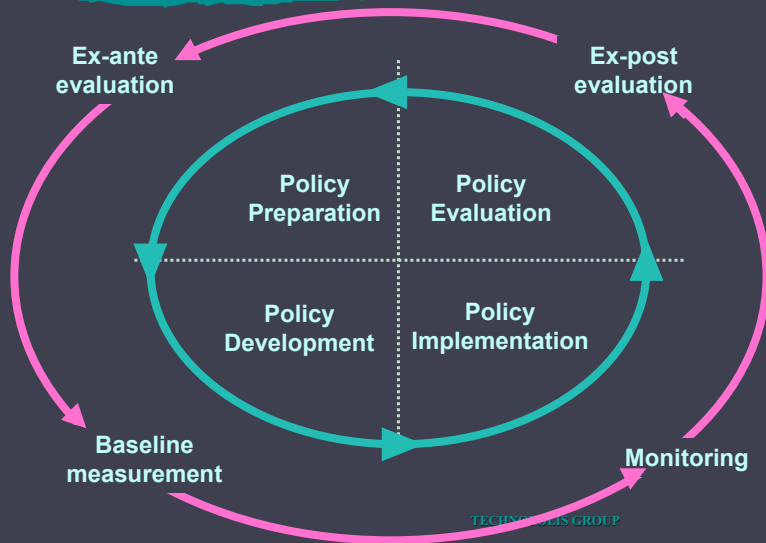
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5 Challenges

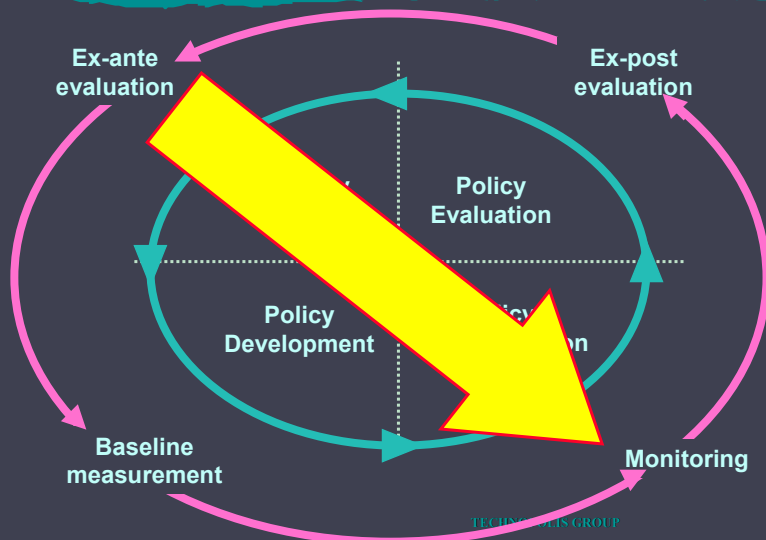


- Embed monitoring in policy cycle
- Intervention logic
- Verifiable objectives
- Causalities and context
- Do it!

The policy cycle



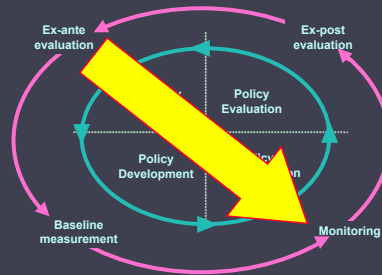
Design your monitoring system at the start!



Challenge N°1

Embed monitoring in the policy cycle

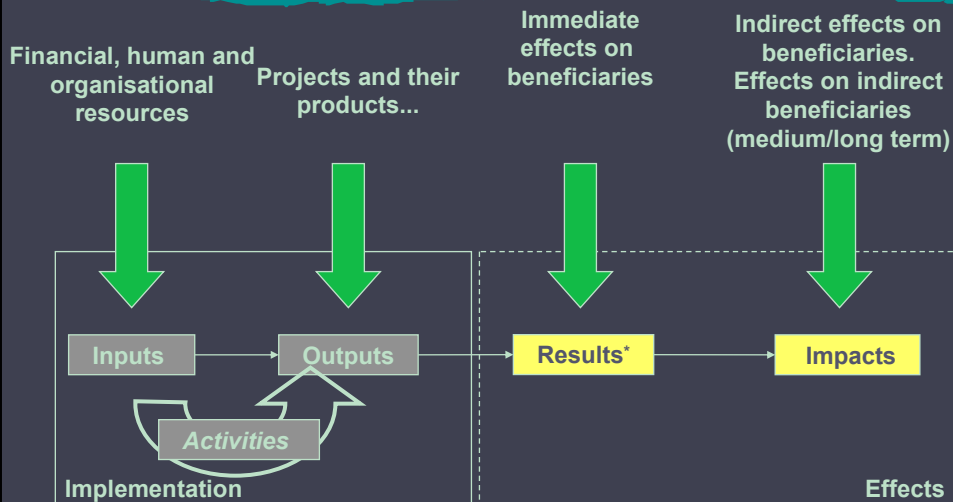
- All too often evaluation is thought of only once the programme is running
- Design your monitoring - hence your indicators - when you design your programme



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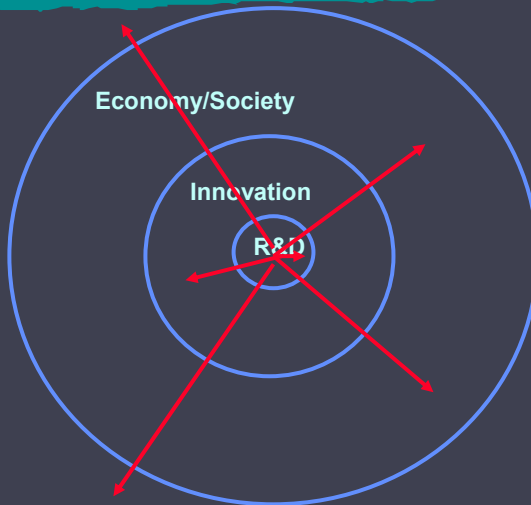
Establishing an intervention logic



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How to look at impacts?



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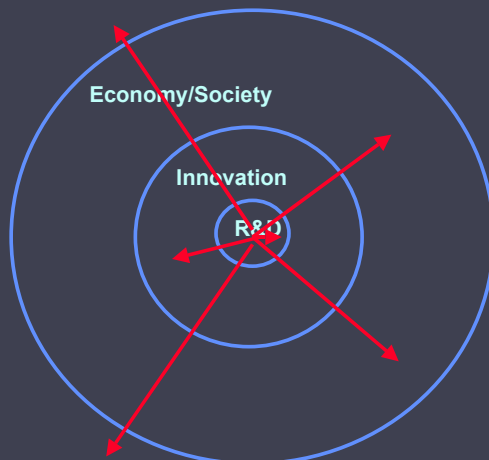
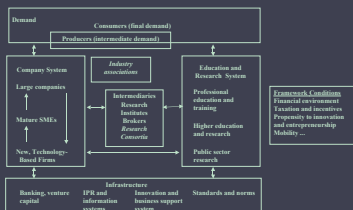
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We're lucky - we have some conceptual models, such as...

- Techno-economic networks



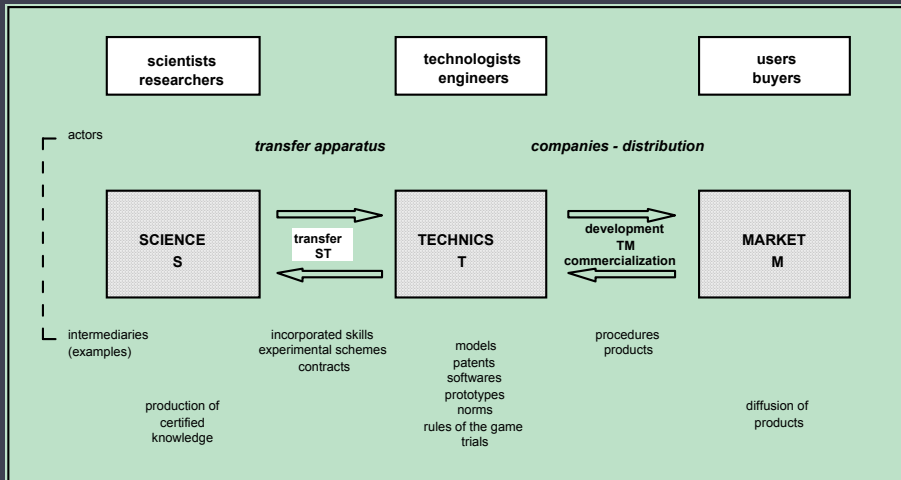
- Systems of innovation



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Techno-economic networks



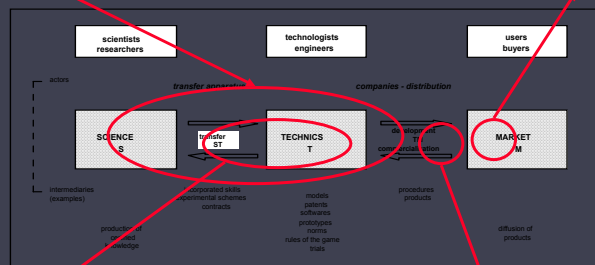
9 Source: Callon et al., 1992

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Indicators will depend on the type of intervention and its objectives

Technological Research Programmes

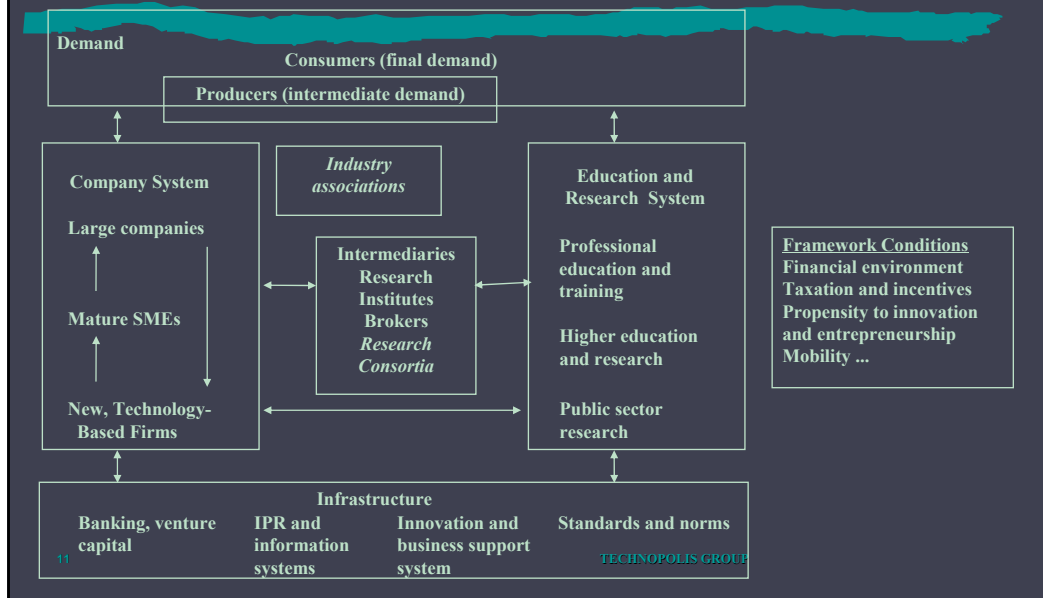
Support to exports



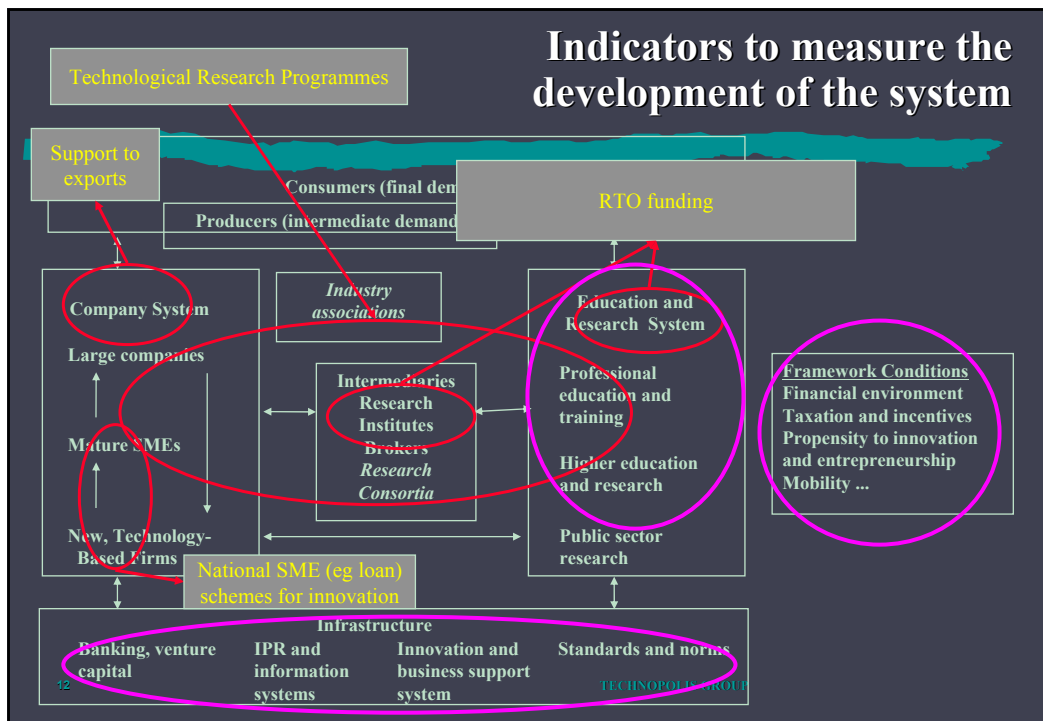
RTO funding

National SME loan schemes for innovation

Systemic research and innovation policies

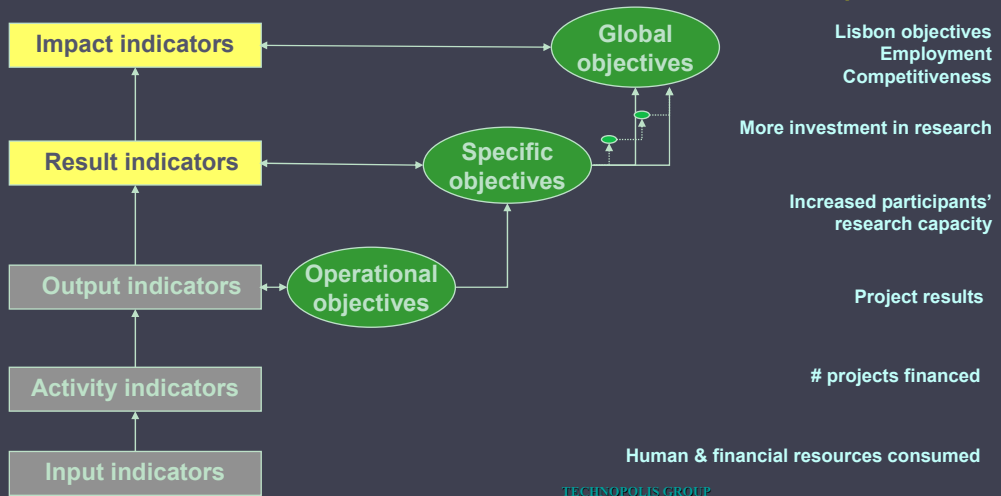


Indicators to measure the development of the system

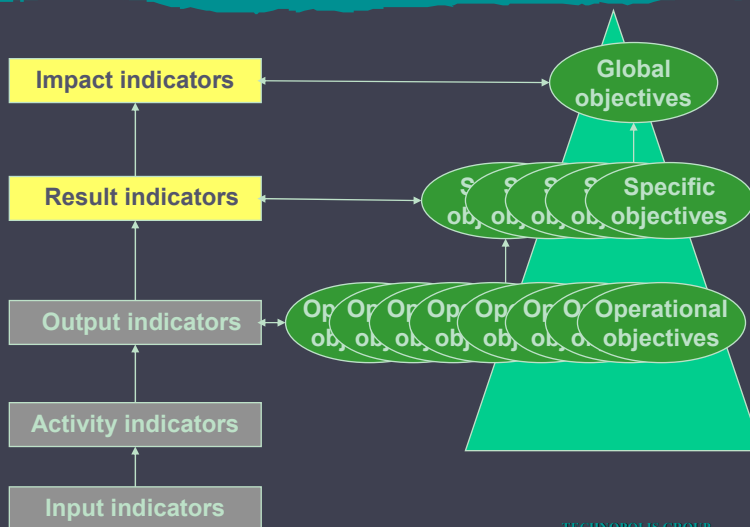


Challenge N°2 Relate indicators to intervention logic

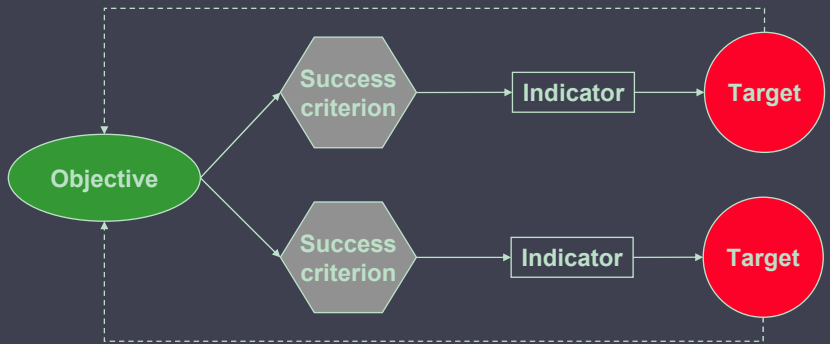
Examples



Check for vertical *and* horizontal coherence, within *and* between interventions



Breaking down objectives into targets



Targets to be set at all levels

- Project
- Programme
- Policy
- Macro-economic variables

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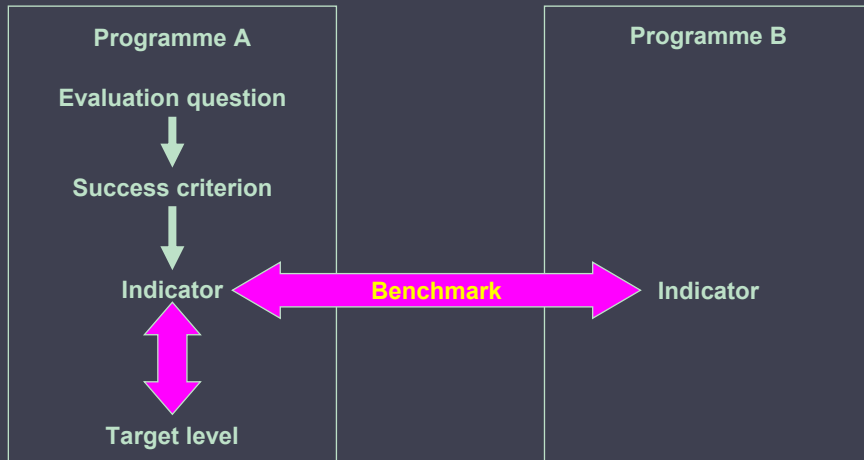
Challenge N°3 Make objectives verifiable...

- An objective is a statement of effects that a public intervention aims to achieve
- A success criterion translates an objective into a more operational form to which an indicator can be assigned
- A target is a precisely quantified level that a programme indicator needs to reach **over a stated time period**

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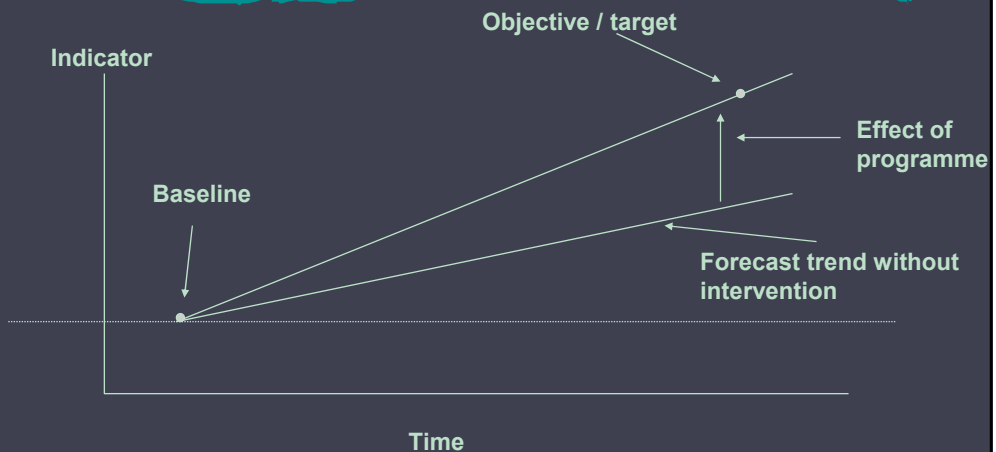
...and comparable, internally and externally



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Basic principles of objective/target setting



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Being clear about what constitutes an objective/target

- An *aspiration* is something that we **would like** to see happen
- A *forecast* is something that we **expect** to happen
- An *objective/target* is something that we **intend to make** happen

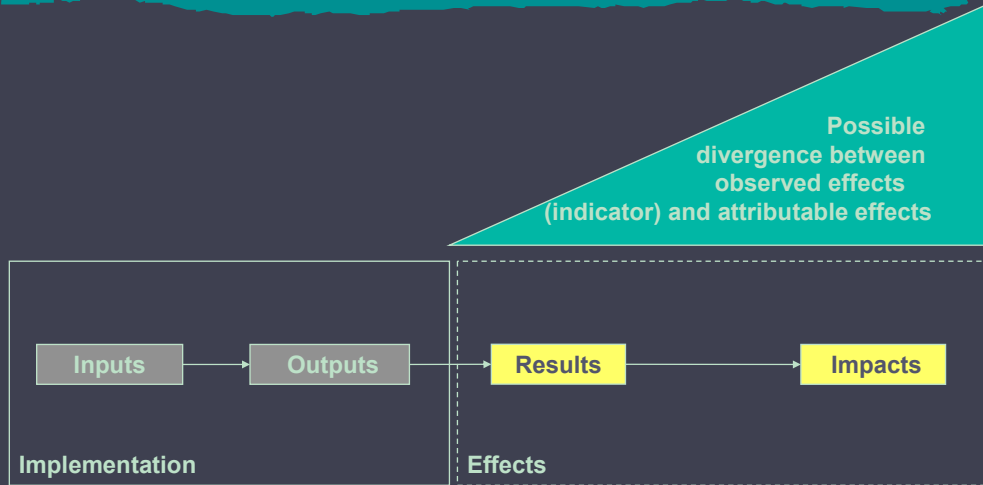
Key and context indicators

- Key indicators measure progress in relation to the objectives defined in the programme or policy
- Context indicators support the analysis of programme or policy context

Correlation \neq Causality !!!

- So be precise about what your indicators are measuring

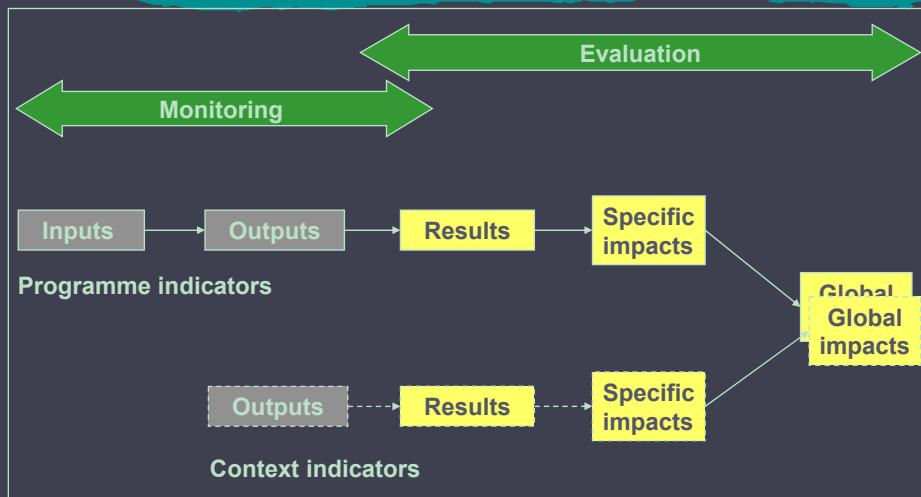
From observation to analysis, especially for impact indicators



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Challenge N°4 Distinguish causality and context



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Challenge N°5

Setting up an indicator system that works

- Involve both users and suppliers of data in the construction of an indicator system
- Limit as much as possible the number of indicators to avoid:
 - the need for complex information system
 - excessive demands on suppliers of data
 - swamping users with too much information
- Minimise demands for data that disturbs the normal functioning of programme implementation and information channels
- Indicators should be S.M.A.R.T.

“S.M.A.R.T.” objectives

- **Specific**
 - Precise and concrete in order to avoid multiple interpretation
- **Measurable**
 - Referring to a desired future situation
- **Accepted**
 - By those responsible for their attainment and in terms of their limits
- **Realist**
 - Translating what can be attained without excessive ambition without being under ambitious
- **Time-dependant**
 - Integrating appropriate delays for their attainment

Some problems with monitoring & indicators

- An absence of indicators (particularly at the level of and impacts)
- An excessive number of indicators
- Badly defined indicators
- Indicators that are strongly influenced by the context and weakly influenced by the programme
- Indicators that are difficult/expensive to quantify
- Indicators that are inadequately presented and explained

Thank you for your attention!