Regional Benchmarking Implementations and National KPIs

السيد ماثيو بركنز
قسم تطبيقات تكنولوجيا المعلومات والاتصالات (الإسكوا)

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Matthew Perkins
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Introduction

• Considerations in Benchmarking models
• Purpose of Benchmarking
• Misconceptions in Benchmark Indexes
• Alternative approaches
Considerations in Benchmark Design

• Designed for the median of capacities and data availability
• Created as a minimum set of data, supplementation suggested
• That which is measured improves
• How closely does movement in the benchmark correlate to the desirable outcomes sought?

Purpose of Benchmarking

• Promote relativistic assessment for national progress as compared to other countries’ performance
• Facilitate international comparison within the constraints of available data and resources
Misconceptions in Benchmarking

• Benchmark rankings used as a horserace
• Having a higher rank than a peer country considered “winning”
• Indicator drives behavior that may not be optimal for the country.

Misconceptions in Benchmarking

• Benchmark indexes are an accurate measurement tool
  – Data is often out of phase
  – Even when numbers are corrected, recomputed indexes are rarely publicized.
  – Previous ranks tend to ‘stick’ in the public mind
  – Downstream analysis almost never recalculate their research when indexes are adjusted.
Inherent Limitations in Benchmarking

• Performance does not consider:
  – Context
  – Resources
  – Improvement
    • A jump of 5 positions may be “bad” if through better implementation you could have achieved 10.
    • A drop of 5 positions may be “good” if the nation addressed challenges in an optimal way

All Models Have Flaws, Some Models are Useful

• Any international model will have pros and cons.
• The presence of flaws alone doesn’t mean there has been a mistake.
• The real question: Is there a more effective alternative?
Benchmarking vs. KPIs

- In many cases, it is impractical to attempt to assess national progress with international benchmark models.
- National level Key Performance Indicators are much more likely to accurately capture success or weaknesses.

Appropriate use of Benchmarking Indexes

- Make use of available data to understand high level trends.
- Limited correlation to outcomes.
- Best effort for international comparison.
- National conclusions require local context to be understood.
Towards a Better Model

- Continuous refinement of benchmarking structures necessary to incorporate lessons learned and deal with a changing environment.
- Increase percentage of countries well-suited to the benchmarking model.

Thank You