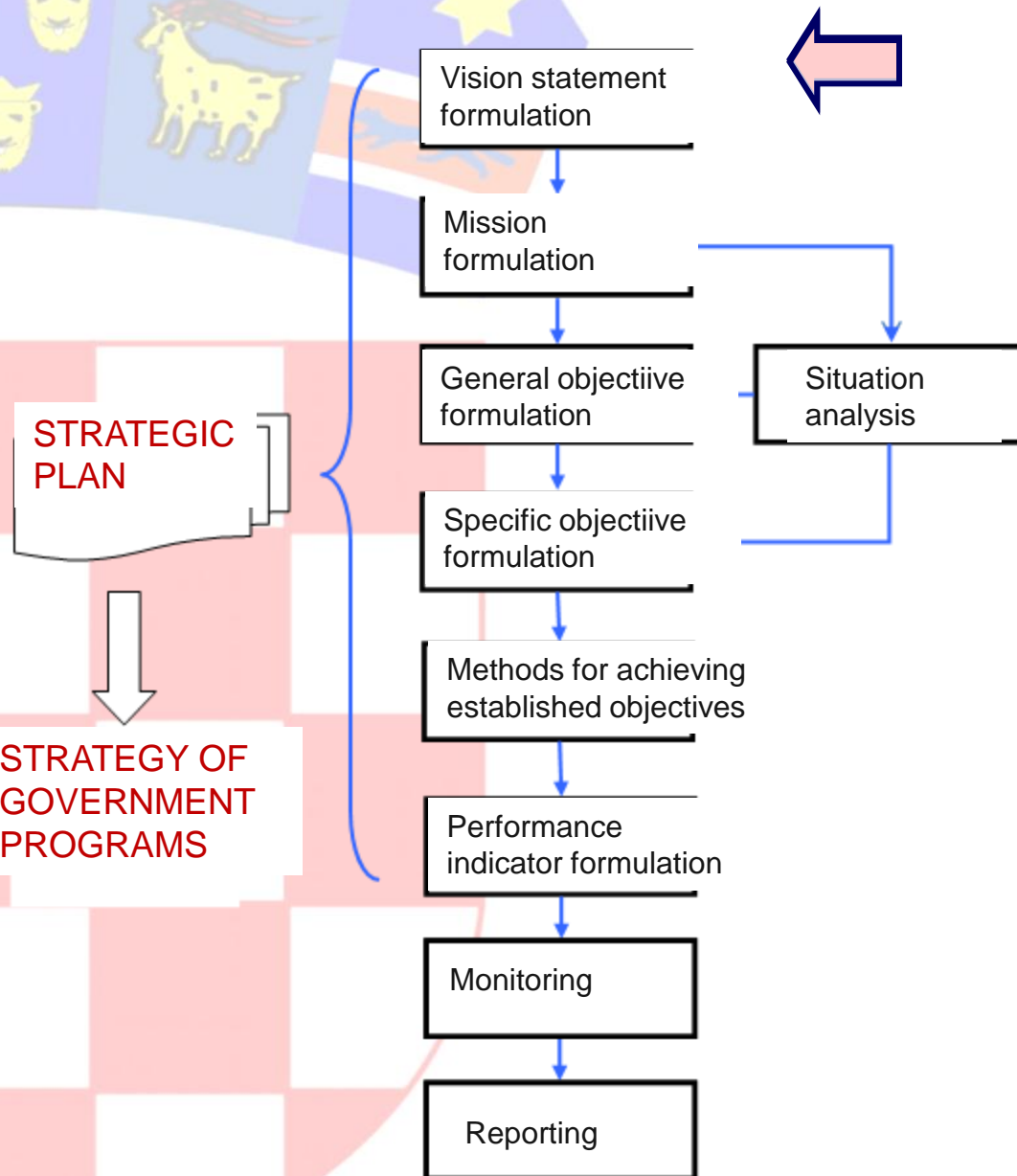




# **INSTRUCTIONS FOR PREPARING STRATEGIC PLANS FOR THE PERIOD FROM 2011 - 2013**

## **- PERFORMANCE INDICATORS-**

# PERFORMANCE INDICATORS



## ◆ PERFORMANCE INDICATORS:

- *objectively measured and concrete evidence that something has been accomplished*
- *enable monitoring the progress of implemented activities*
- **monitoring the implementation of the strategic plan** (implementation of activities aimed at achieving specific goals)
- **assessing the impact of implemented activities on the achievement of goals and the system as a whole**



# PERFORMANCE INDICATORS

- ◆ Two types of performance indicators:

**Result indicators**  
i.e. “outputs”

- Result indicators (output) relate to the produced goods and services implemented through various activities.
- Each activity has to be connected with at least one, and a maximum of three result indicators (outputs).

**Impact indicators**  
i.e.  
“outcomes”

- Provide information about long term goals and changes achieved through the implementation of specific goals.
- Each specific goal has to be connected with one impact indicator (outcome).



# PERFORMANCE INDICATORS

◆ example: STRATEGIC PLAN OF THE MINISTRY OF ENVIRONMENTAL PROTECTION, SPATIAL PLANNING AND CONSTRUCTION (MEPSPC)

## Result indicators

i.e. “outputs”

- **Example: the number of filters installed on industrial production lines**
- **Clarification: installed filters represent concrete goods created within an individual activity**

## Impact indicators

i.e. “outcomes”

- **Example: the percentage area of the Republic of Croatia with the air quality category I air**
- **Clarification: defined percentage area is not necessarily a direct result of installed filters, because they are not the only thing that influences the quality of air**



# PERFORMANCE INDICATORS

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- ◆ The main characteristics of performance indicators is **measurability** as they have to be numerically shown or clearly and unambiguously expressed. They will enable the user to monitor and to report the progress and implementation of the given methods of achieving the specific goals.
- ◆ Indicators should be numerically shown **using existing strategic documents, analysis, statistical reports and other potential sources** (such as the reports by the Croatian National Bank, Ministry of Finance, State Statistics Institute etc.).
- ◆ For the needs of internal monitoring of activity implementation, the user can define several indicators. However, in a **strategic plan**:

**A – only three key result indicators (outputs) can be chosen for every method of achievement**

**B – one impact indicator (outcome) on the level of individual specific goal in the upcoming three-year period.**



# PERFORMANCE INDICATORS

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- ◆ **Semi-annual and annual reports on the implementation of methods of achieving the goals set in the strategic plan include the baseline value and target value of the RESULT indicators and the value of indicators on the last day of the reporting period (June 30, i.e. December 31)**
- ◆ Semi-annual and annual reports are signed by managers and submitted to the Ministry of Finance in accordance with the reporting deadlines on budget execution
- ◆ **ANNUAL REPORT ON THE STATE BUDGET EXECUTION**
  - explanations of the implementation of revenues/receipts and expenditures/expenses for the budget year
  - explanation of the implementation of programs from a separate part of the budget, with the goals that have been achieved through the implementation of programs and their performance indicators



# PERFORMANCE INDICATORS

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- ◆ **A report on the achievement of specific goals identified in the strategic plan contains the information about performance indicators**
- ◆ It is submitted to the Ministry of Finance on an annual basis in accordance with the deadlines for reporting on budget execution



# PERFORMANCE INDICATORS

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## QUALITY PERFORMANCE INDICATORS SHOULD BE:

**specific** – truly measure what is intended,

**measurable** – in terms of quality and/or quantity,

**attainable** – within the framework of acceptable expenditures,

**relevant** – to the defined goal, and

**time-bound** – specific goals should be achieved, i.e. identified activities implemented within a specific period of time



# AN EXAMPLE OF RESULT INDICATORS (output) of the Ministry of Environmental Protection, Spatial Planning and Construction (MEPSPC)

Method of achieving specific goals	Result indicator ( <i>output</i> )	Definition	Measure unit	Baseline value	Source	Target value (2011.)	Target value (2012.)	Target value (2013.)
1.1.1 Establishment of new waste management centers	1.1.1.1. Number of constructed waste management centers with supporting infrastructure	Increased number of waste management centers will enable more effective waste management	number	0	MEPSPC	2	4	8
1.1.2. Recovery of highly polluted sites - "black spots"	1.1.2.1. Reduced number of "black spots"	Reducing the number of "black spots" will reduce the risk to the environment and human health	number	50	MEPSPC	45	40	35
1.1.3. Raising public awareness and involving the public	1.1.3.1. The rate of increasing publicity through the media (%)	Increasing publicity through the media will raise public awareness about the problems of waste disposal and encourage responsible	%	20	MEPSPC	30	40	50

# AN EXAMPLE OF PERFORMANCE INDICATOR (*outcome*) of the Ministry of Environmental Protection, Spatial Planning and Construction (MEPSPC)

Specific goal	Performance indicator ( <i>outcome</i> )	Definition	Measure unit	Baseline value	Source	Target value (2011.)	Target value (2012.)	Target value (2013.)
1.1. Effective waste management	The rate of compliance with EU standards (%)	Full compliance of the waste management system with EU standards shall lead to achieving the goal	%	30	MEPSPC	50	70	100
1.2. ....	....							
1.3. ....	....							