

## **FEEDBACK ON KEY PERFORMANCE INDICATORS (KPIs) FOR THE AGENCY**

1. At the 52<sup>nd</sup> session of the Governing Council in May 2010 (see Document GC/52/9), the Director presented a proposal outlining the rationale and principles for the introduction of Key Performance Indicators (KPIs) at the Agency, and data on a preliminary set of KPIs which had been selected following consideration by the Scientific Council at its 46<sup>th</sup> Session.
2. The Governing Council acknowledged the concerns expressed by the Scientific Council on the appropriateness and limitations of the use of KPIs to assess the performance of an organization such as IARC, in particular, the difficulty in selecting indicators that fully reflect the breadth of its activities, or its unique mission of promoting research in low- and medium-resource countries. Furthermore, the Governing Council agreed that the periodic peer-review process remained the method of choice to monitor and evaluate the scientific performance of the Agency.
3. Whilst taking into account the comments of the Scientific Council, the Governing Council felt that KPIs were useful in order to monitor the progress made towards key institutional objectives. KPIs can provide a transparent, standardized methodology to provide feedback on the Agency's performance in its major areas of activity to all of its stakeholders (Participating States, funders and collaborators).
4. It was stressed that KPIs were meant to be applied to evaluate the performance of the institution, rather than that of individuals or of research groups. The priority for the Agency in this area should be to focus on developing measures that are closely linked to achieving the strategic goals set out in the Medium-Term Strategy.
5. It was agreed that no specific targets or benchmarks would be proposed at this stage in the absence of reliable baseline data. For the moment, KPIs should continue to be developed and data collected for the purpose of monitoring trends in activity, and to provide baseline data to allow later consideration of implementation of a more target-oriented approach.

6. A number of KPIs were identified, based on approaches already undertaken at the Agency, examination of KPIs from other relevant organizations and from internal discussions both with individuals and during meetings of the IARC Senior Leadership Team. It was proposed that a standard set of KPIs should be included each year in the Director's Report to the Governing Council in respect of:

- analysis of scientific publications and their ranking;
- information dissemination and publishing, including the volume of and revenue from sales of publications;
- extrabudgetary funding secured and the proportion this represented in relation to the Regular Budget;
- Education and Training, including the number of courses and participants, the number of fellows and the proportion from low- and medium-resource countries.

7. These data will be presented over a rolling four-year period to allow the Governing Council to monitor progress and evaluate trends in activity and performance over time. In addition the measures will be further developed and refined through regular consultation with the Governing Council and the Scientific Council.

8. The Governing Council welcomed the KPI data presented in the Director's report in May 2010. These areas will therefore continue to be developed and presented. In addition, the data presented in the above areas will be refined and will include two additional indicators which represent important parts of the IARC Medium-Term Strategy:

- access to IARC's online publications and resources – measurement of the access and downloads from the Agency's websites as an additional indicator of the Agency's impact as a source of information and resource for the wider scientific community; the specific web-metrics data to be collected is still being considered but would include monitoring the use of the main IARC website as well as of the associated minisites and databases: the software to monitor this activity has been selected (Google Analytics) and is currently being tested;
- assessment of the scale of external collaborations – the precise way to measure this role of the Agency needs consideration but could include an assessment of participation in and coordination of multicentre studies, in particular collaborations with scientists in low- and medium-resource countries; a key question is whether reliable data can be collected without making excessive demands on scientists and support staff.

9. Performance measures such as KPIs must continually evolve in order to maintain usefulness and improve presentation of the data. The implementation of KPIs at the Agency is still at an early stage and a number of changes and possible additional KPIs will be proposed and implemented. Such developments need to be based on a simple, clear methodology and avoid over-burdening scientific and administrative staff through collection and analysis of additional information.

10. The Scientific Council is requested to note the feedback from the Governing Council on the development of KPIs at the Agency and to provide any further comments on the current scope and planned expansion of KPIs in terms of the measurement of collaborative research activity and access to IARC publications and other materials through its website.