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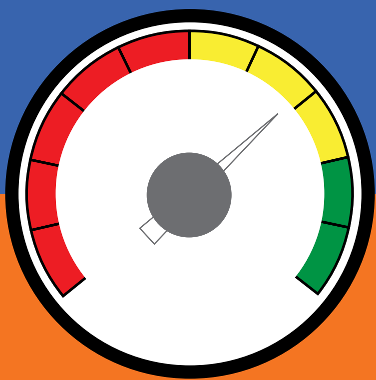
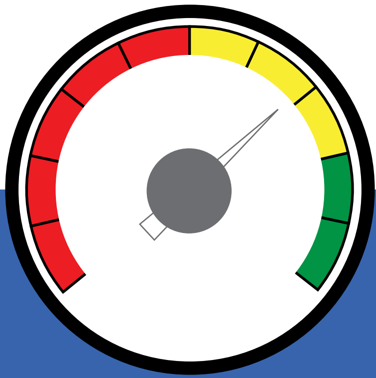
PEPFAR MANAGEMENT DASHBOARD **SOP**



STANDARD OPERATING PROCEDURES FOR BUILDING AND MAINTAINING AN EFFECTIVE COMPUTER DASHBOARD

PEPFAR MANAGEMENT DASHBOARD **SOP**



STANDARD OPERATING PROCEDURES FOR BUILDING AND MAINTAINING AN EFFECTIVE COMPUTER DASHBOARD

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ANNEXES

Acronyms

KANCO	Kenya AIDS NGOs Consortium
LMG	Leadership Management and Governance Project
MS	Microsoft®
MSH	Management Sciences for Health
NOPE	National Organization of Peer Educators
PIP	Performance Improvement Process
PREFA	Protecting Families Against HIV/AIDS
QA	Quality Assurance
RHU	Reproductive Health Uganda
SDD	SAP Dashboard Designer
SOP	Standard Operating Procedure
USAID	United States Agency for International Development

INTRODUCTION

Background

The United States Agency for International Development (USAID) and Management Sciences for Health (MSH) are supporting a joint project, under the auspices of the MSH Leadership, Management and Governance (LMG) Project, to develop tools and operational processes for PEPFAR-funded country projects. The objective is to grow local implementing partners' abilities to manage their operations more effectively, ultimately improving performance and results.

In 2012, the process of developing a Management Dashboard and Performance Improvement Processes (PIP) for local implementing partners was begun. The goal was to design a Management Dashboard and PIP for PEPFAR implementing partners to most effectively monitor and detect operational blockages and challenges, thus enabling timely responses. The Management Dashboard is considered instrumental for planning and subsequent implementation stages, as key project information is presented in a simple, yet visually powerful manner that aids decision-making.

The first phase was completed in 2012 and 2013 and was used to monitor and receive feedback on the use of the Dashboard. Several key lessons were learned. Following this, the second phase of the project commenced in 2014, with the goal to develop a standard Management Dashboard that could be customized for use by any PEPFAR and USAID-supported project, together with a clear management and utilization process that builds on existing systems.

Phase I was undertaken with two organizations in Uganda: Reproductive Health Uganda (RHU) and Protecting Families Against HIV/AIDS (PREFA). Phase II was undertaken with two organizations in Kenya: The National Organization of Peer Educators (NOPE) and the Kenya AIDS NGOs Consortium (KANCO).

Rationale for adopting a Dashboard

The Management Dashboard has been developed for program or project managers that are responsible for implementing local and/or regional medium- to large-scale projects. The Management Dashboard contains selected critical indicators for each of the project's or the organization's key operational areas. These critical indicators help managers, who are continuously inundated with massive amounts of information, to focus on those few key operational items. The early identification of operational red flags enables critical management decisions to be made in a timely manner, thus ensuring minimal impact to the project's implementation cycle.

Users of the Management Dashboard Standard Operating Procedure (SOP)

The purpose of this Standard Operating Procedure (SOP) is to provide a guide to Dashboard users and other key stakeholders (such as Board members and implementing partners) to develop the Management Dashboard and to successfully use and manage it.

Principal users of the SOP include the organization's Dashboard Coordinator, who is responsible for the management and oversight of the Dashboard, and the management teams who are the main users of the Dashboard outputs.

Contents of the SOP

This SOP includes a broad description of the Dashboard development cycle and details of activities that are to be undertaken at each stage of this cycle.

This SOP can be customized as needed by the organization. Customization shall be the responsibility of the Dashboard Coordinator, who shall also be responsible for advising all stakeholders of any changes that are made and for circulating the revised SOP.

0

OVERVIEW OF THE DASHBOARD AND THE PERFORMANCE IMPROVEMENT PROCESS

What is a Management Dashboard?

A Management Dashboard is a user-friendly tool that makes use of critical indicators to enable managers to quickly view key operational data for the organization's projects. The Management Dashboard combines the use of standardized Microsoft® (MS) Excel reporting templates, which are easily accessible and familiar for a wide range of users, and SAP Crystal Dashboard software.

What the Dashboard is *not*

The PEPFAR Management Dashboard is ***not a database*** and ***does not replace existing financial and program reporting procedures.*** The Management Dashboard provides summary information for key indicators that would provide early, reliable warning signals of operational weaknesses. It is important to note that once an issue is identified, it is necessary to further interrogate the identified issue; this may require a more detailed interrogation of available data in the organization's databases.

When and how to use the Management Dashboard

The Management Dashboard can be used to present financial, program, and management results of projects to a variety of users, from Executive Directors of organizations who would like to see a holistic picture of performance to sub-implementation-level staff. This is possible because the software that is used to develop the Management Dashboard is dynamic, allowing users to select indicators and operational levels based on area of interest.

The Management Dashboard can be used in a variety of settings; from project team meetings for purposes of team member accountability, to board meetings and annual general meetings, it provides summary, high-level performance indicators for various projects.

The Management Dashboard data can be exported into MS PowerPoint,® MS Word® and Adobe® PDF formats, and can be used to communicate performance results within standard reports. The visuals that are generated are short, concise, and functional for stakeholders to use *(see an example of an actual Dashboard in Annex 1)*.
The Dashboard can also be placed on the organization's website with the same dynamic functionalities.

Over time, the Dashboard provides important summary information that can be used for planning. The gradual build-up of information over the course of a program year means, using the Management Dashboard reports, entities with strategic interests (such as the Board of Directors) and financial sponsors (donors) will also be able to receive user-friendly reports on key operational areas on a timely basis and will be able to gauge performance at the end of the year in an informed manner.

About the Management Dashboard

The Management Dashboard covers three operational areas: financial, management, and program. Indicators that are unique to the project are used to track performance in these three areas. Dashboard indicator wording and characteristics are defined during the conceptualization stage to suit a project's or organization's requirements. The Dashboard also includes an Action Plan page, which captures action items during discussions of the organization's performance. This enables consistent monitoring and tracking of interventions that are designed to strengthen performance.

A visual of the Management Dashboard is presented in Annex 1, illustrating the Management Dashboard's key components that are described in this manual. As noted, there are four major components of the Management Dashboard that are presented as "Tabs" at the top of the page:

- **The Program component, which tracks the results of the implementation of activities;**
- **The Finance component, which tracks the organization's financial investments;**
- **The Management component, which tracks the organization's key delivery mechanisms and critical resources for implementation (such as staffing levels, logistics, etc.); and**
- **The Action Plan component, which tracks key decisions made and action items to be taken to address issues identified in the three operational areas and amongst the projects.**

The following sub-sections illustrate the layout and functionalities of the four components of the Management Dashboard.

The Program Component

The Program component focuses on the outputs or results of the financial investments and the implementation of the planned tasks and activities. The program indicators aim to answer the question: *"What are the results or the effects of the project's investments?"*

Program indicators are completely customizable per project. It is recommended that every project goal or service delivery area that receives a recognizable allocation from the project budget (over 10%) should have at least one indicator within the Dashboard.

Program monitoring can be measured by up to four levels of disaggregation. In the example that is shown:

- **The first level shows the key program indicators that the organization contributes toward;**
- **The second level shows the donor(s) supporting delivery of the program indicator;**
- **The third level shows the specific projects that contribute to the indicator; and**
- **The fourth level shows the population sub-groups that are supported by the intervention and that contribute to the results for the indicator.**

This layout can, however, be altered to other formats. For instance, the Management Dashboard can be set up to start with program service delivery areas as the first level, followed by indicators, then projects, and lastly targeted populations.

Note: To obtain meaningful graphics, it is important that each level of operation and disaggregation has targets against which performance can be measured. For example, if the Management Dashboard is to show performance by gender, the project should have established targets at that level of disaggregation.

The organization's program performance is shown by the dial on the top right side, which shows the cumulative annual performance (Actuals vs. Target). The dials on the bottom right-hand side show the timely and complete submission of program reports.

The Finance Component

The Finance component has a fixed list of finance indicators as follows: budget, funds received, expensed, and onward disbursements. The list of financial indicators is fixed (non-alterable), given that these are standard indicators across all projects.

The Finance component answers critical questions like: *"How much money was available for the reporting period and for the rest of the year? How much money has been received and how much of that money has been spent?"*

Financial performance is shown by the three dials on the top right side:

- Funds Received vs. Budget shows how much was received against what is allocated within the budget. Note that 100%, not more and not less, is green, as projects ideally receive exactly as much funding as they have budgeted for, and as budgets should equal exactly the amount of funds received—not more and not less. This is because in order to fully implement a project for which funding has been received, all funding should be budgeted. A budget that exceeds the funds received, however, may result in overspending.
- Expensed vs. Funds Received shows how much was spent against how much was received. Note that 100%, not more and not less, is green, as projects ideally spend all of the funding they receive, but should not spend more than the funding they have received.
- Expensed vs. Budget shows the levels of expenditures against the budgeted spending level. Note that 100%, not more and not less, is green, as spending more than what has been budgeted for puts the organization at risk. In this case, expenses may not be covered by donor funding; spending less than the budgeted amount could mean that the project is not being implemented as planned.

As was the case for the Program component, the dials on the bottom right-hand side show the timely and complete submission of financial reports.

The Management Component

The Management component includes input and process interventions that enable implementation of the project's key activities once the financial resources are available. The items tracked here are critical to ensuring that organizational funds are being spent in the manner and timeframe that has been scheduled in order to realize targeted results. Management indicators will vary across organizations, however there are a few, such as staffing levels for key positions, that are likely to be relevant to all organizations.

The selection of these indicators may be facilitated by asking, *"Which resources or activities, if absent, can halt or poorly affect the pace of implementation?"*

The layout of the management indicators is similar to the program indicators, although there are only two levels for which reporting has been provided. These are customizable by organization. In the example given, the first level has been used to reference an operational area, for instance "Human Resources," and the next level is used for the indicator being tracked within that area, for instance, "Vacant Positions."

The Action Plan

The last component of the Dashboard is the action plan. This component helps to ensure that follow-up actions are noted and undertaken relative to the issues that are identified during the quarterly review meetings. The current format of the Management Dashboard requires each action to be briefly described and allocated to a person responsible for its implementation. The timeframe for execution is also specified. The action plan is structured to ensure routine reporting, since an update is to be provided at the next quarterly review session.

The Dashboard Development Cycle

The process of developing, managing, and using the Management Dashboard comprises several steps, which are summarized below and described in detail in the rest of this document:

- Step 1: Conceptualization. **This is the planning stage, where organizations assess their capacities to manage and report using the Management Dashboard.**
- Step 2: Setting up the Dashboard Master File and installing the SAP Crystal Dashboard software. **This stage entails selecting which financial, management, and program indicators are to be monitored, and what the viewing levels shall be.**
- Step 3: Using and managing the Management Dashboard. **This stage addresses the key Management Dashboard generation steps that are undertaken per quarter, including the data consolidation, review and quality assurance process, and dissemination.**
- Step 4: Archiving and setting-up the next year's Management Dashboard. **This stage addresses the system for retiring the Dashboard at the end of the year and the process for setting up the subsequent year's Management Dashboard.**

Steps one to three of the Management Dashboard development cycle benefit from the guidance of a Management Dashboard project team, who help keep focus on the key tasks to be undertaken in the institutionalization of the Management Dashboard at their organization.

STEP 1: CONCEPTUALIZATION

This stage ensures that the organizations wishing to adopt the PEPFAR Management Dashboard have the necessary minimum capacities and that they are clear about what, how, and how often they shall measure their performance.

Undertake an Organizational Systems and Information Technology (IT) Assessment

In order to assess whether your organization is capable of managing and generating a Management Dashboard on a consistent basis, it is recommended that the organization uses the Organizational Readiness Checklist *(provided in Annex 4)* that aims to establish the standard of existing operations. This is important, because the use of a Management Dashboard assumes the existence of robust and reliable reporting systems that generate data in a timely and complete manner. The Management Dashboard also requires certain minimum Information Technology (IT) infrastructure (hardware and software) and human resource IT capacities to competently manage the SAP Crystal Dashboard software, which can be assessed using the IT Readiness Checklist *(provided in Annex 3).*

Upon the completion of these two assessments, identify aspects that need to be addressed before beginning to implement the launch of the Management Dashboard.

Identify Monitoring Levels

Once it has been determined that the organization has the necessary systems and human resource capacity in place to generate key information, the Management Dashboard team should hold a consultative meeting to determine what reporting levels are to be included within the Management Dashboard.

There are various options that may be considered. For instance, the organization may opt to monitor first by project level and then indicator level, or may opt to monitor first by the organization's strategic objectives and then by project level.

Confirm reporting capacities per defined levels

Once the monitoring levels have been determined, the organization should test its capacity to monitor and report at the identified levels by completing the Indicator Selection Worksheet *(see Annex 2),* which requires the key indicator targets to be provided along with the most recent actuals (data). Inability to provide such information could be a sign that the organization is not sufficiently structured to monitor indicators in the manner desired. In such instances, the Management Dashboard team in consultation with Management or relevant teams must determine when it will be possible to establish systems to monitor at that level and/or to project or schedule targets for that level. This will then determine whether these indicators can be provided for within this Management Dashboard or a future Management Dashboard.

Once it has been confirmed that all indicators can be reported, the Dashboard Reporting Matrix should be completed *(see Annex 5).* This requires the identification of the parties that will be responsible for collating, approving, and sending the data for each indicator to the Dashboard Coordinator and by what date. It also requires the organization to determine what quality assurance processes need to be introduced before the Management Dashboard is disseminated externally.

Defining performance thresholds

The last aspect of the Conceptualization stage is about defining the performance thresholds for the Program, Financial, and Management areas. Each dial needs a range to be defined that would reflect performance as being in the green, yellow, or red zone.

Projects can opt to determine their own standards, or use performance parameters generally accepted as standard.

The actual performance parameters are be captured into the Dashboard Master File, which is described in Section 3.

STEP 2: INSTALLING THE SAP CRYSTAL DASHBOARD SOFTWARE AND SETTING UP THE DASHBOARD MASTER FILE

Installing the SAP Crystal Dashboard software

Please refer to the SAP online installation instructions found at the link below to install the SAP Crystal Dashboard software:

- Download the installation files:
  http://www.sap.com/solution/sme/software/analytics/crystal-dashboard-design/index.html
- Detailed instructions on how to install the SAP Crystal Dashboard software:
  http://help.sap.com/boxcel40?current=bodash41#section2
- Google group information:
  https://groups.google.com/forum/#!forum/dashboard-tool-working-group
- SAP Crystal Dashboard user forum:
  http://scn.sap.com/community/businessobjects-dashboards
- SAP Crystal Dashboard information page:
  http://help.sap.com/boxcel40?current=bodash41

The SAP Crystal Dashboard software requires that specific versions of software programs are installed on the computer before installation of the Dashboard software. These include but are not limited to Adobe Flash Player, Microsoft Excel, and certain C++ redistributable libraries. The SAP installer application will check the installed software to ensure that all the required software is installed before the SAP Crystal Dashboard software is installed.

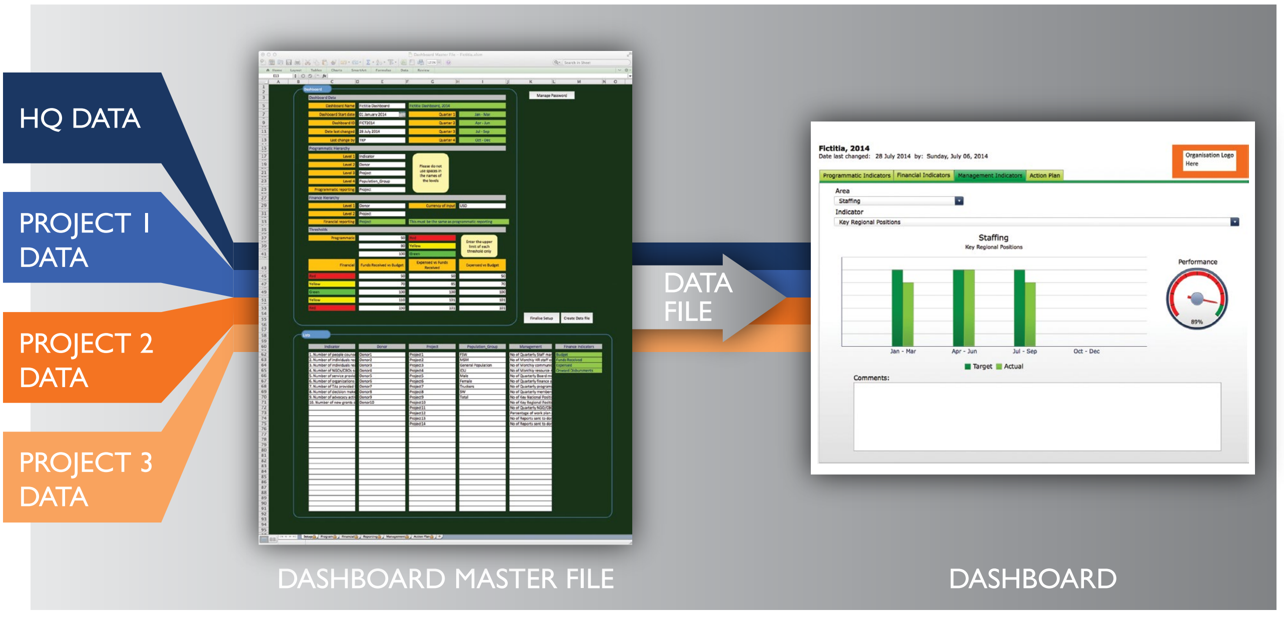
Setting up the Dashboard Master File

The Dashboard Master File is an Excel spreadsheet that is used to aggregate the all data being entered into the Management Dashboard into one file. Once aggregated, the data can be exported into a Dashboard data file that can then be imported into the SAP Crystal Dashboard software in order to generate the Management Dashboard *(see below)*.

The Dashboard Master File can be broken down into two sections: the Dashboard Master File Setup tab and the Dashboard Master File data.

The Dashboard Master File setup tab contains the information needed to identify the Management Dashboard, including name, the start and end dates covered, and who last made changes to the data. It also contains the program and financial reporting hierarchy and the program and financial indicator thresholds used to assess the performance of the indicators, and lists for identified financial, management, and program indicators. The information captured in the setup tab is fed into all tabs once the "Finalize Setup" button is pushed.

Data Flow to the Management Dashboard



Dashboard Master File: Setup Tab Part 1

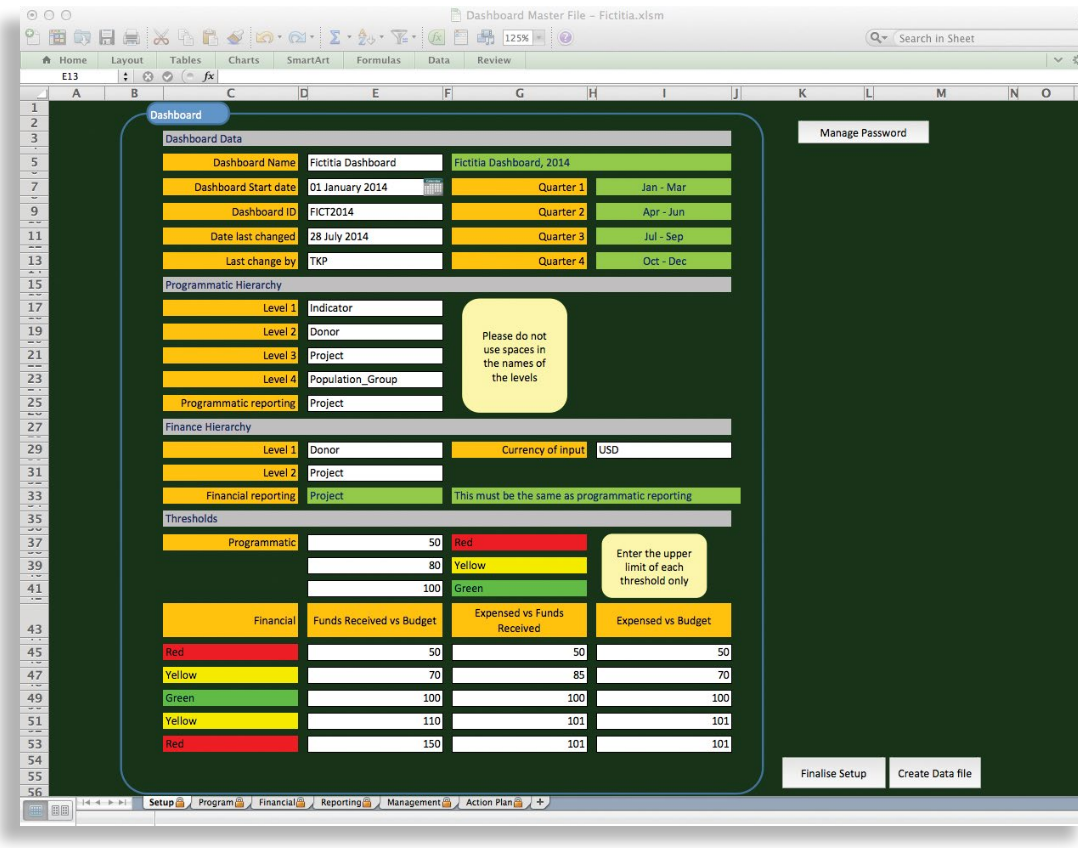
The figure below is a screenshot of the first (top) portion of the Setup tab of the Dashboard Master File. The section is divided into four sub-sections: *Dashboard Data, Program Hierarchy, Finance Hierarchy, and Thresholds.*

The screenshot also shows three buttons. The "Manage Password" button is used to manage the passwords of the protected sheets in the Dashboard Master File. All the sheets in the Dashboard Master File are protected and should not be left unprotected. There are many cells that contain formulas and if any of these formulas are changed or deleted, the dashboard will not work. Furthermore, the SAP Crystal Dashboard software references specific cells in the data file and if the cells are moved or rows and columns are inserted or deleted, then the links to these cells will be incorrect and the Management Dashboard will not display the correct data in the visuals. It is for these reasons that the sheets in the Dashboard Master File have been and should remain protected.

The "Finalise Setup" button is used to complete the setup process once all the information on the Setup tab has been entered. Pressing this button populates all the other tabs in the Dashboard Master File with the information contained on the Setup tab.

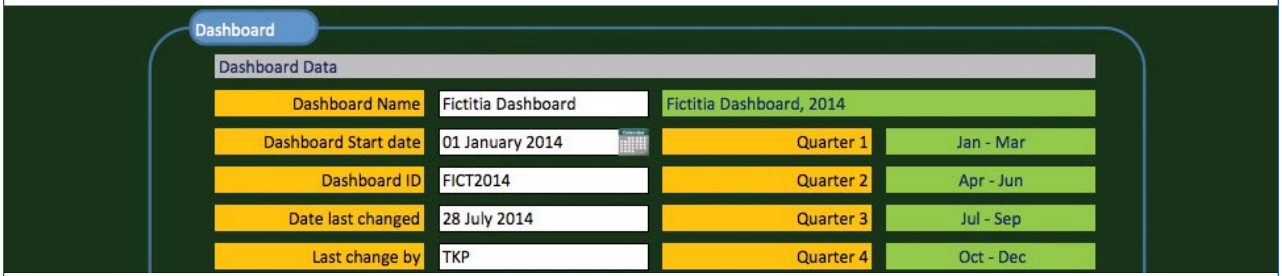
The "Create Data File" button is used to create the file that is imported into the SAP Crystal Dashboard software; once clicked, a new file is created which can be saved and then imported into the SAP Crystal Dashboard software to update the Management Dashboard with the new quarter's data.

The Dashboard level found at the top of the Setup tab



Setup tab Part 1. Detailed Visuals

DASHBOARD DATA



Dashboard Name — This is the name of the Management Dashboard. The name will appear in the top left corner of the Management Dashboard in conjunction with the year as displayed in the cell to the right of the name. The name of the Management Dashboard should be kept as short as possible and should not be more than three words.

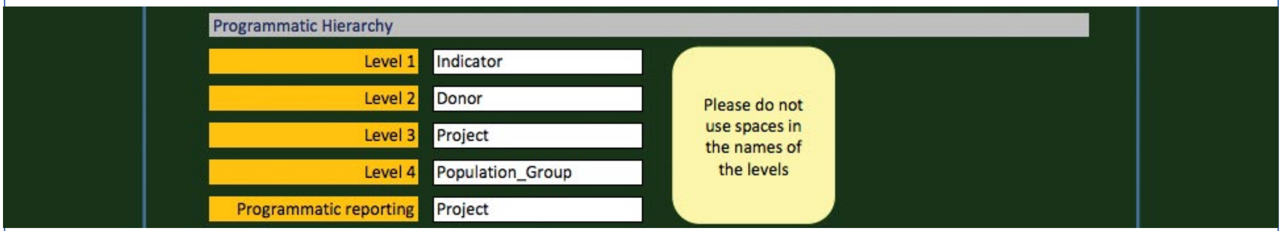
Dashboard Start Date — This is the start date of the Management Dashboard, not the start date of the program or projects. Since the Management Dashboard only displays data for one year, the start date has to be defined to accommodate subsequent years. The start date also determines the calendar months of each quarter; for example, if the start date is set to February then Q1 will be defined as Feb to Apr. When the cell for the start date is clicked, an input box opens and the start month and year are selected from a drop down list. When the "close" button is clicked, the chosen date is entered into the cell.

Dashboard ID — This is a unique identifier for the dashboard. The Dashboard ID should be short and should only contain alphanumeric characters and no spaces, e.g. FICT2014 for fictitia 2014.

Date Last Changed — This is the date on which changes were last made to the dashboard. This cell is automatically updated when the data file is created with the current system date (please ensure that the system date is correct). When the Dashboard Master File is setup, the current date should be entered into this cell.

Last Changed By — This cell should contain the name of the user who last made changes to the data in the Dashboard Master File.

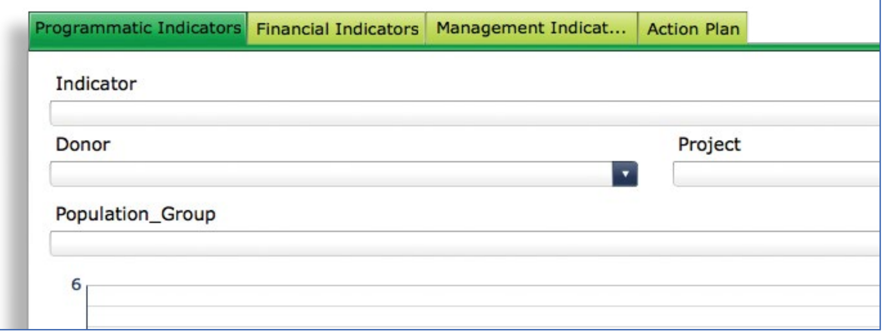
PROGRAM HIERARCHY



The program data is disaggregated into four hierarchical levels. This section is used to define the names of each hierarchical level. In the Management Dashboard, these names will appear on the drop down lists of the Program section of the Management Dashboard as depicted below.

The Programmatic reporting line indicates at which level the programmatic reports are submitted.

Lists drop down from the Program section of the Management Dashboard.



FINANCE HIERARCHY

The financial reporting line indicates at which level the financial reports are submitted and is not changeable

The finance data is also disaggregated, but only by two levels. Because the finance hierarchical levels have to match the program levels, these cells do not allow free text; the finance levels are selected from a drop down menu, the contents of which are based on the names of the program hierarchical levels.

The financial reporting line indicates at which level the financial reports are submitted and is not changeable, as it must match the programmatic reporting level indicated in the Program Hierarchy section.

THRESHOLDS

Thresholds			
Programmatic	50	Red	Enter the upper limit of each threshold only
	80	Yellow	
	100	Green	
Financial	Funds Received vs Budget	Expensed vs Funds Received	Expensed vs Budget
Red	50	50	50
Yellow	70	85	70
Green	100	100	100
Yellow	110	101	101
Red	150	101	101

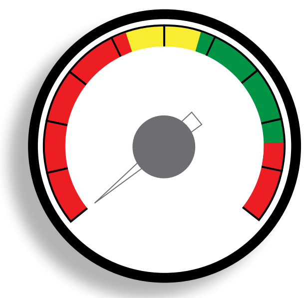
Thresholds are used to define the alerts in the Master Dashboard visuals. The data in this section will determine when an alert turns from red to yellow to green. Alerts are used to determine the performance on a particular indicator. The program alerts work on three levels and are based on the principle that low is bad (red), almost on target is OK (yellow), and high or on target is good (green). The finance alerts work on five levels and are based on the principle that low is bad (red), almost on target is OK (yellow), on target is good (green), a small amount above target is OK again (yellow),and a lot above target is bad (red). Only the upper limit of each threshold is entered into the cell.

- **Red Alert** The upper limit of the red alert is entered into this cell. For example, if the definition of the red alert range is 0–50% then 50 is entered into the cell.
- **Yellow Alert** The upper limit of the yellow alert is entered into this cell.
- **Green Alert** The upper limit of the Green alert is entered into this cell. Note that any value above the upper green limit will show as green.

Note that the financial alerts can be changed to fewer than five levels if required. To skip a level, the same upper limit is entered into that limit as is entered into the next level. For example, if the second yellow level should not show, i.e. any value higher than the green level should show as red, then the same value as the yellow (high) level is entered into the red (high) level:

Alert Levels

- Red (low) = 50
- Yellow (low) = 70
- Green = 100
- Yellow (high) = 130
- Red (high) = 130



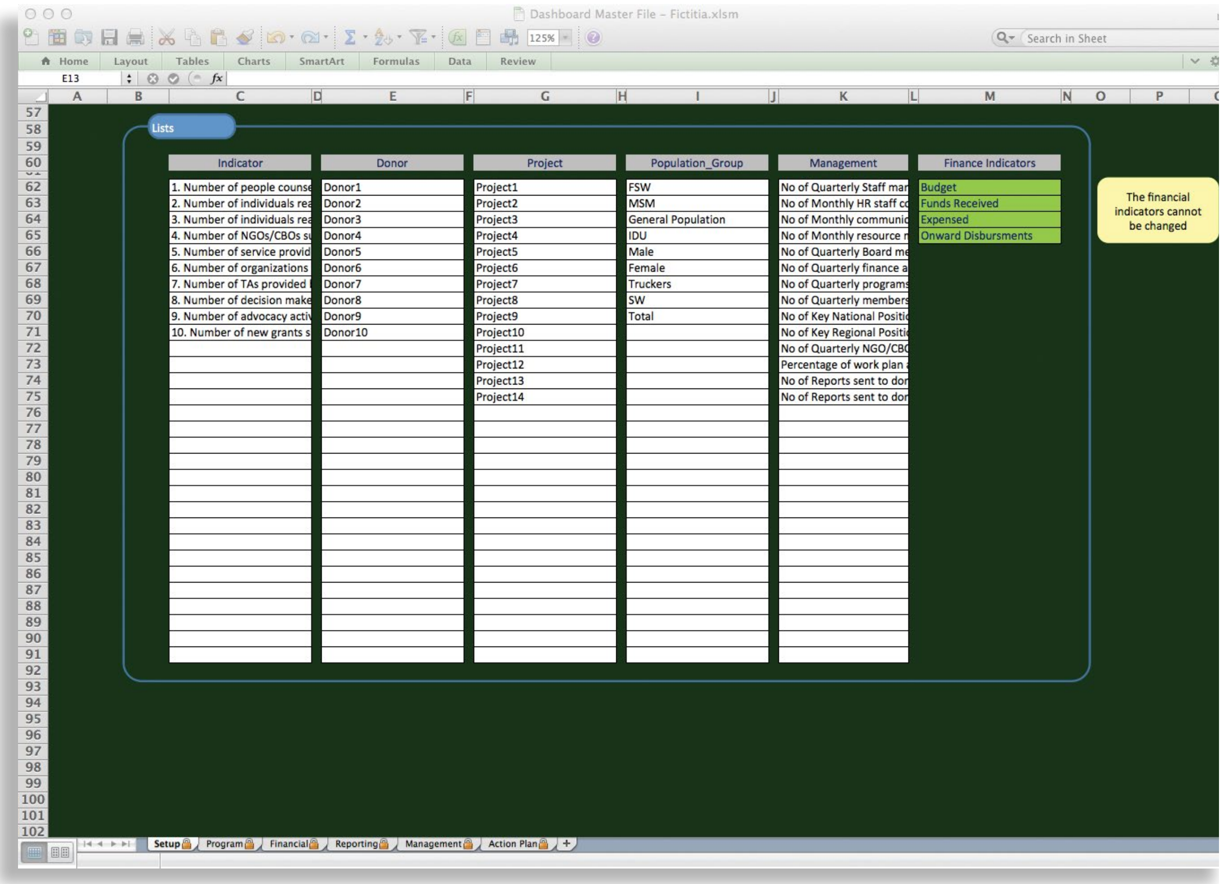
EXPENSED VS. BUDGET

In the above performance dial, any value higher than 100% will show as red, and the second yellow alert does not show on the performance dial.

Dashboard Master File: Setup Tab Part 2

The figure below is a screenshot of the second portion of the Setup tab, which defines the lists in the Management Dashboard. There are six lists, five of which have to be created during the annual Setup process. The first four lists are titled according to the program hierarchical levels defined in Setup Tab Part 1. Relevant information should be entered accordingly; for example, if Donor is a program level, then all donors included in the Management Dashboard should be entered in the donor list. Management indicators should be entered into the fifth. The sixth list, the finance indicators, is predefined and cannot be altered.

The List level found at the bottom of the Setup tab.



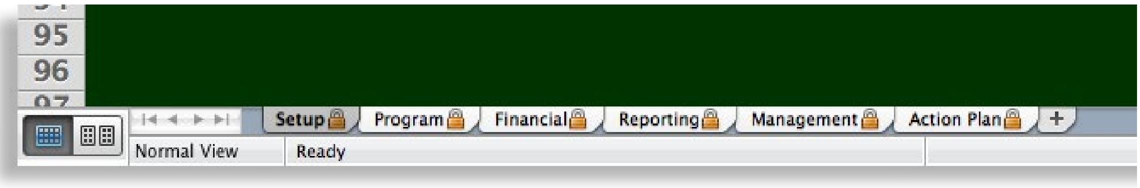
Finalizing the Setup

Once all the data on the Setup tab has been entered and verified, the data entered is populated into dropdown lists in all other tabs of the Dashboard Master File by clicking the "Finalise Setup" button. If data is missing when the "Finalise Setup" button is clicked, the setup will not be finalised until the missing data has been entered.

Populating the Dashboard Master File data tables

The Dashboard Master File tables are used to capture quarterly data. There are five tabs representing the five areas in which data must be collected: *Program, Financial, Reporting, Management,* and *Action Plan.* Before data can be captured for the indicators, however, the data tables must be set up:

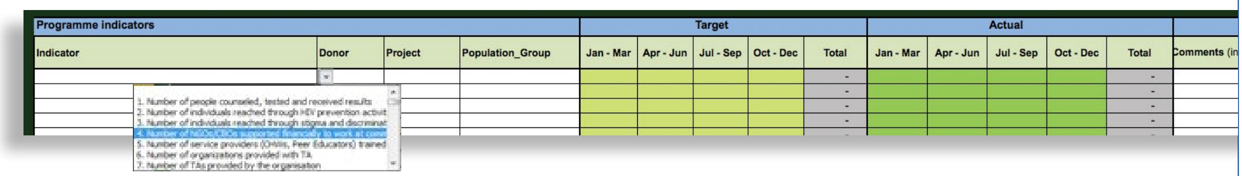
The Master File data tables appear as tabs at the base, representing the five areas in which data must be collected.



Setting up the program indicators

The second tab in the Dashboard Master File is where program data is entered. The name of each program hierarchical level and the dropdown lists are set by clicking "Finalize Setup" in the Setup tab.

PROGRAM DATA



The program hierarchy defined in the Setup tab determines how program data is entered. In this example, more than one donor contributes to each indicator under different projects and the data is disaggregated into different population groups. First the indicator is selected, then the donor that contributes funds to the indicator is selected, then the name of the project under the selected donor is chosen, and finally the population group that the indicator selected supports. If there are multiple donors contrib uting funds to the indicator, then the indicator is selected again on the second line, then the next donor is selected, then the project name and the population group. Likewise if an indicator is supported by the same donor under more than one project, then the indicator and the donor are selected on the second line, then the project and the population group.

The program indicators answer the question: "What are the results or the effects of the project's investments?"

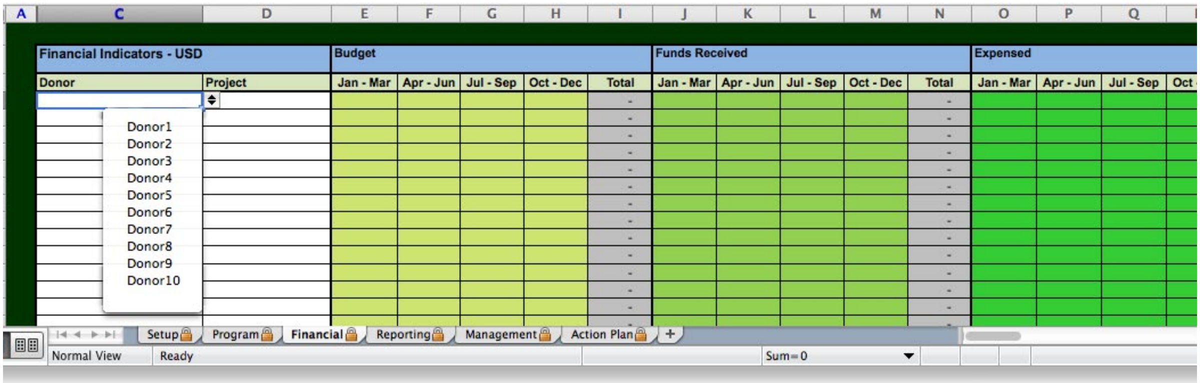
This process is continued until all program data has been entered.

Programme indicators		
Indicator	**Donor**	**Project**
1. Number of people counseled, tested and received results	Donor1	Project1
1. Number of people counseled, tested and received results	Donor1	Project1
1. Number of people counseled, tested and received results	Donor1	Project1
1. Number of people counseled, tested and received results	Donor1	Project1
1. Number of people counseled, tested and received results	Donor4	Project4
1. Number of people counseled, tested and received results	Donor9	Project13
1. Number of people counseled, tested and received results	Donor9	Project13
1. Number of people counseled, tested and received results	Donor9	Project13
1. Number of people counseled, tested and received results	Donor7	Project10

Setting up the financial indicators

The third tab in the Dashboard Master File, Finance, is where financial data is entered. The name of each finance hierarchical level and the dropdown lists are set by clicking "Finalize Setup" in the Setup tab.

FINANCIAL DATA



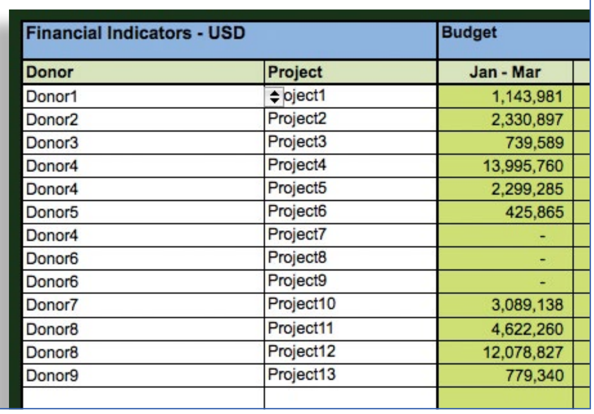
Finance component answers questions like: *How much money was available for the reporting period and for the rest of the year?*

The financial hierarchical structure defined in the Setup tab determines how data is entered. In this example, one donor contributes funds to more than one project. First the donor is selected and then the project the donor funds is selected. If a donor contributes funds to more than one project then the donor is selected again on the second line and the second project is selected.

This process is continued until all financial data has been entered.

In the above example the two levels in the financial hierarchy are:

Donor ▶ Project



Financial Indicators - USD		Budget
Donor	Project	Jan - Mar
Donor1	oject1	1,143,981
Donor2	Project2	2,330,897
Donor3	Project3	739,589
Donor4	Project4	13,995,760
Donor4	Project5	2,299,285
Donor5	Project6	425,865
Donor4	Project7	-
Donor6	Project8	-
Donor6	Project9	-
Donor7	Project10	3,089,138
Donor8	Project11	4,622,260
Donor8	Project12	12,078,827
Donor9	Project13	779,340

Setting up the reporting indicators

The fourth tab in the Dashboard Master File, Reporting, is where financial and programmatic reporting data is entered. The level at which reporting is done and data can be collected is set in the Setup Tab Part 1.

REPORTING DATA

Reporting indicators		Target				Actual			
Project	Indicator	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec
Project1	ogramme reports received on time	3	3	3		2	3	2	
	Programme reports received complete	3	3	3		3	2	3	
Project2	Programme reports received on time	3	3	3		3	2	3	
	Programme reports received complete	3	3	3		3	3	3	
Project3	Programme reports received on time	3	3	3		3	2	3	
	Programme reports received complete	3	3	3		3	2	3	

Project	Indicator	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec
Project1	Finance reports received on time	0	1	0		0	1	0	
	Finance reports received complete	0	1	0		0	1	0	
Project2	Finance reports received on time	3	3	3		3	2	3	
	Finance reports received complete	3	3	3		3	2	3	
Project3	Finance reports received on time	3	3	3		3	3	1	
	Finance reports received complete	3	3	3		3	3	1	
Project4	Finance reports received on time	3	3	3		3	3	3	
	Finance reports received complete	3	3	3		3	1	3	

Reporting is where financial and programmatic data is entered.

The program reporting indicators are located on rows 9 to 59 and the financial reporting indicators on rows 61 to 110.

In this example, the level at which reporting is done is the Project level. Each project is selected and both the programmatic and financial reporting targets are entered along with the quarterly data.

Setting up the management indicators

The fifth tab in the Dashboard Master File, Management, is where management data is entered. The management indicators are defined in the Dashboard Master File: Setup Tab Part 2.

MANAGEMENT DATA

Management indicators		Target				Actual				
Area	Indicator	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Comment

The Management component tracks key delivery mechanisms and critical resources for implementation (staffing levels, logistics, etc.)

The management indicators can be grouped into categories called areas, such as HR and meetings. The management areas are entered manually, and the indicators are selected from a dropdown list.

This process is continued until the data table is set up completely and all the indicators are listed and allocated to a management area.

Management indicators		Target	
Area	Indicator	Jan - Mar	Apr
Meetings	Quarterly Staff managemen	1	
Meetings	Monthly HR staff committee	3	
Meetings	Monthly communications co	3	
Meetings	Monthly resource mobilizat	3	
Meetings	Quarterly Board meetings	1	
Meetings	Quarterly finance and admi	1	
Meetings	Quarterly programs and org	1	
Meetings	Quarterly members meeting	1	
Staffing	Key National Positions	6	
Staffing	Key Regional Positions	6	
Membership	Quarterly NGO/CBO Membe	50	
Membership	New NGO/CBO Membershi	5	
Reporting	Reports sent to donor on ti	2	

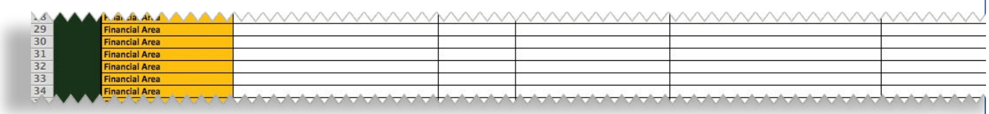
Setting up the action plan

The final tab, Action Plan, is for recording strengthening actions that need to be taken in four areas: *Program, Finance, Management,* and *Projects.*

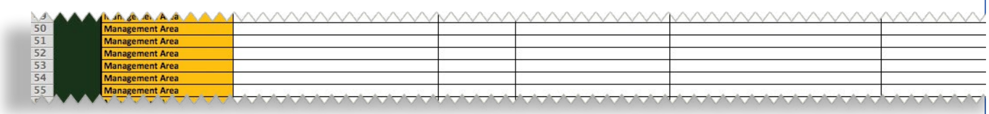
ACTION PLAN DATA

The Action Plan tab records strengthening actions taken in four areas:

PROGRAM: Recorded from rows 8 to 27



FINANCE: Recorded from rows 28 to 47



MANAGEMENT: Recorded from rows 48 to 67

PROJECT: Recorded from rows 71 to 91

The actions are entered manually and should be updated every quarter. The action status (the fifth column in both examples) has the following key:

1 = COMPLETE	Action is completed on time.
0 = IN PROGRESS	Action is in progress but not yet overdue, i.e. the action has started and the due date has not yet passed.
–1 = OVERDUE	Action is overdue or past due, i.e. the due date is passed but the action has not yet been completed.

Note: Care should be taken when pasting the data into the Action Plan *tab. To maintain the aesthetic integrity of the data table, only values (not formatting) should be pasted into the cells. This is done by right-clicking, selecting paste special, and then selecting paste values.*

Creating the Management Dashboard

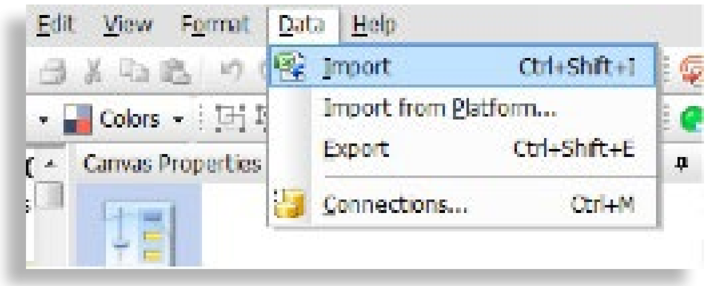
Once all the data has been captured and verified, the dashboard feed file can be created.

Creating the Dashboard Data File

- Click on the "Create Data File" button on the Setup tab of the Dashboard Master File. Once the button is clicked, Dashboard Data File opens and the "File save as" dialogue box appears. Save the Dashboard Data File on the hard drive.

Importing the Dashboard Data File into the SAP Crystal Dashboard Software

- Open the Standard Dashboard SAP Crystal Dashboard file.
- Click the Data button on the tool bar.



- Within Data, select "Import."
- A dialog box will open; browse for the saved Dashboard Data File, select it, and then click "Open" to import the data.

- Once the data is loaded, the Management Dashboard can be exported in PowerPoint, Word, Outlook,® or PDF formats by clicking on these icons on the tool bar:
- The exported Management Dashboard will open in the format selected. Save the exported file to the hard drive.

Note: If the Management Dashboard was exported to PowerPoint, you must click "Slide Show" view in order to view it.

Troubleshooting

Like any other software program, the SAP Crystal Dashboard software can crash and cause system failure. If this occurs, the first step is always to reboot the computer. If the problem persists, the SAP community Internet forum and the SAP customer support listed under *Installing the SAP Crystal Dashboard software* in Section 3, are excellent resources.

STEP 3: USING AND MANAGING THE MANAGEMENT DASHBOARD

Quarterly development of the Management Dashboard

The Dashboard Reporting Matrix should be used to identify the roles and responsibilities and the timeline for each step in the development of the Dashboard. Each of the following should be identified within the matrix:

- Indicator: the specific item being monitored / reported on within the area, for example the number of peer educators trained (program indicator) or budgets (finance indicator)
- Indicator explanation: an explanation of the indicator, if needed
- Data sources: where the data for reporting on the indicator will originate. For example, budget information may come from an organization's accounting system.
- Frequency of collection: how often information is captured at the data source
- Who extracts data: The person's title should be identified, so that the task will always be implemented.
- Person responsible for verification: The person's title should be identified, so that the task will always be implemented.
- Person responsible for submission to Dashboard Coordinator: The person's title should be identified, so that the role will always be filled.
- Date of submission to the Dashboard Coordinator: This should be a specific date that occurs every quarter, for example, the second Friday following every quarter's end. This date should take into consideration key factors such as when data becomes available at national level, as well as how long the organization's routine verification procedures take, since the dashboard should include results that are quality assured and verified.
- Responsible for merging, updating and generating the Management Dashboard: The person's title should be identified, so that the role will always be filled.
- Date for Merging and updating final dashboard and submitting to key staff: This should be a specific date that occurs every quarter.
- Person responsible for Quality Assurance (QA) of the Management Dashboard and sending to key audiences: The person's title should be identified, so that the role will always be filled. This role is best fulfilled by a manager-level resource that has knowledge of the organization's various operations.

- Date for QA of the Management Dashboard and submission to key audiences: This should be a specific day that occurs every quarter following the end of the reporting period.
- Key audiences to receive the Management Dashboard: This could be board members, the donor, or the senior management team, for example. Note that recipients can be internal and/or external. The method for dissemination (email, hard copy, posting to a web forum etc.) should also be noted.
- Forum for review and analysis of Management Dashboard: This could be internal quarterly management meetings, board meetings, or annual donor review meetings, for example.

The steps above should be agreed upon by all staff playing a role in the development of the Dashboard to ensure that 1) the work load is manageable, 2) that the timelines are reasonable, and 3) that the recipients of the Management Dashboard and the forums for review will allow the audience to make timely, key decisions for managing the organization.

Analysis of the Management Dashboard

The Management Dashboard should be analyzed internally prior to display before an external audience so that visual trends that may be questioned can be explained. When analyzing the Management Dashboard, walk through each tab—Programs, Finance, and Management—to identify trends both within projects and indicators and between them and to make connections between the tabs.

Once analysis is complete and the Dashboard is being presented before a key audience, the Action Plan section should be used to capture each management action suggested during the presentation by a designated person. This person can capture the information directly within the Dashboard Master File or by a different means (handwritten notes or within Microsoft Word, for example). However, all information will need to be transferred to the Dashboard Master File before it can be submitted to the Dashboard Coordinator for uploading into the Management Dashboard.

As actions are noted during the presentation, the person responsible for completing the action should note the date the action is due and be prepared to present the results of their efforts during the next quarterly review of the Management Dashboard. These actions should be reviewed at the next Management Dashboard review session so that progress is consistently monitored.

Closing the Quarterly Management Dashboard

At the end of each quarter, once the Management Dashboard has been finalized and submitted to key audiences (see the Quarterly development of the Management Dashboard, "Date for QA of the Dashboard and submission to key audiences," above) the exported Management Dashboard, the Dashboard Master File, and the SAP Crystal Dashboard file should be archived as "submitted." No changes should be made to these documents after submission, so that an accurate record of what was reported to key audiences is kept.

Updating or adjusting a current Management Dashboard

Sometimes it is necessary to make changes to program indicators, donors, projects, population groups, or management indicators throughout the year. This can occur when new projects are won or old projects are closed, when an organization undergoes operational changes, or when new risks that require attention are identified. Changes can be made on the Setup tab of the Dashboard Master File; for example, a new project should be added at the end of the current list of projects.

Once changes have been made, the "Finalize Setup" button must be clicked in order to make the new items available within the other tabs.

Note that, unless necessary, the indicators within the Management Dashboard should not be changed within a fiscal year, as the new indicators will not have data for prior quarters and this will make analysis over time more difficult.

Also note that the financial indicators are fixed and cannot be changed.

STEP 4: ARCHIVING AND SETTING UP A NEW YEAR'S MANAGEMENT DASHBOARD

Archiving the Management Dashboard

Once the year has ended and data for all four quarters has been reported, it is necessary to archive that year's Management Dashboard. As at the end of each quarter, no changes should be made to the exported Management Dashboard, the Dashboard Master File, and the SAP Crystal Dashboard file after it has been submitted to key audiences so that an accurate record of what was reported is kept.

Formalizing archiving procedures

Procedures for archiving the Management Dashboard should be established. These procedures should include where the final Management Dashboard documents should be stored; for example, they may be stored on a website or on a file accessible to the Dashboard Coordinator only. They should also include how each Management Dashboard document will be named; for example, each archived Dashboard Master File, SAP Crystal Dashboard file, and exported Management Dashboard shall be named *"DashboardMasterFile(fiscal year)."*

Setting up a new year's Management Dashboard

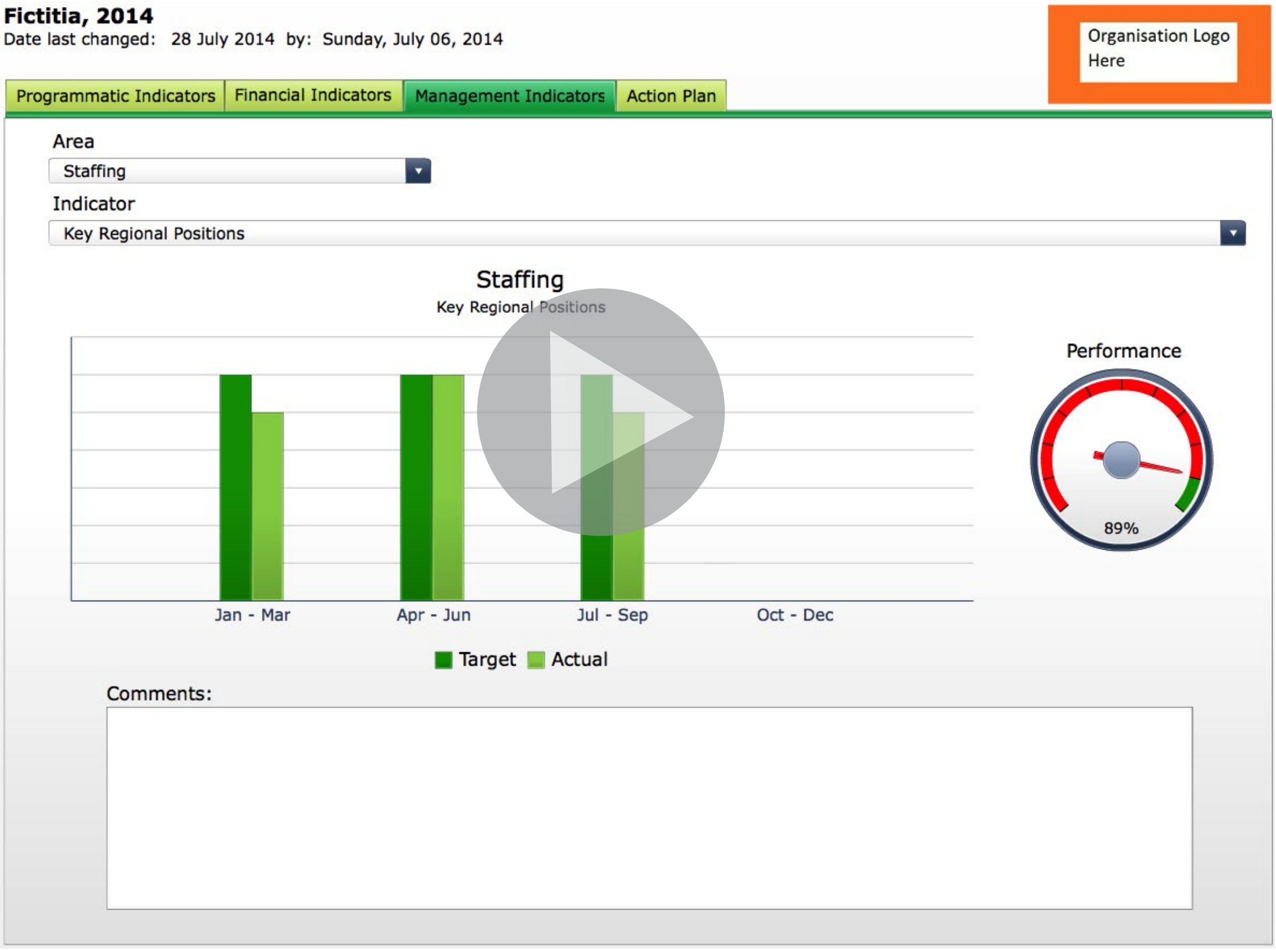
The steps for conceptualizing the Management Dashboard *(Section 2, Step 1: Conceptualization)* should be repeated at the beginning of a new Management Dashboard reporting period using a new Dashboard Master File. On the Setup tab within the Dashboard Master File, each list should be reviewed and a decision should be made about which items in the list stay, which should be removed, and what new items should be added.

After the Setup tab has been completed and the "Finalize Setup button" has been pushed, data for Quarter 1 is ready to be added by the persons and the date specified within the Dashboard Reporting Matrix.

ANNEXES

ANNEX 1: EXAMPLE OF A MANAGEMENT DASHBOARD

Click the arrow below to view the functionality of a finished Management Dashboard. **On some computers, the page may appear blank.** If so, ensure your computer is running the current version of Flash® player, and/or download the document to your hard drive and open with Adobe® Reader®.



ANNEX 2: INDICATOR SELECTION TABLES

Finance Indicators:

Indicator	Donor	Project	Level at which indicator should be shown	Target for Q1	Target for Q2	Target for Q3	Target for Q4

Management Indicators:

Management Area	Management Indicator	Level at which indicator should be shown	Data source	Date by which results for this indicator are available	Comments

Program Indicators:

Project	Service Delivery area	Program Indicator	Level at which indicator should be shown	Data source	Date by which results for this indicator are available	Comments

Reporting Indicators:

Indicator	Donor	Project	Level at which indicator should be shown	Target for Q1	Target for Q2	Target for Q3	Target for Q4

ANNEX 3: IT READINESS CHECKLIST

Click the arrow below to open the IT Readiness Checklist in Microsoft® Excel®.

TECHNOLOGICAL READINESS CHECKLIST FOR CAPTURING THE DATA WHICH WILL BE IMPORTED INTO THE DASHBOARD MASTER FILE				
	Checklist of minimal hardware, software and staffing requirements to create the files that will be imported in to the master workbook	**Date of checklist implementation**	**Response**	**Comments**
Staffing	Do the staff designated to administer and input Project data in Organizational dashboard applications have competencies in Microsoft Excel®, file management, and internet use?		Yes/ No	
Hardware	Do the project staff have Laptop or desktop computers (Specify type of equipment in comments column)?		Yes/ No	
	Does the project have a reliable Internet connection?		Yes/ No	
	Does the project have available hard disk space, USB or other storage device for periodic storage of data files (specify type of storage available under comments)?		Yes/ No	
	Does the project have a Printer?		Yes/ No	
Software	**Microsoft Excel**			
	Which version of MS Excel does the project have: XP SP3 (or later), 2003 SP1, SP2, SP3, 2007 (or later), 2010 (Specify in comments)?		Yes/ No	
	Antivirus			
	Does the project have antivirus software and is it up to date (specify software name in comments column and date of last virus pattern file update)?		Yes/ No	

ANNEX 4: ORGANIZATIONAL READINESS CHECKLIST

Click the arrow below to open the Organizational Readiness Checklist in Microsoft® Excel®.

Name of the organization:

Date of the assessment:

ORGANIZATIONAL CHECKLIST FOR THE ADOPTION OF THE PEPFAR DASHBOARD

Operational aspects:	Question:	Response:	Comments:
Organizational aspects	**Dashboard scope:** What level / scope of coverage is the Dashboard supposed to cover? (Project? Entire organization?) Please describe in comments section		
	Operations: Does the organization have a documented organogram for the project / organizational operations that are to be covered by the Dashboard? If yes, please provide		
	Operations: Is the reporting process for the project / general organizational structure clearly defined and documented? If so, can you provide documentation?		
	Reporting functions: Within these structures, are there dedicated positions that are responsible for routine reporting through each operational level?		
	Reporting and analysis functions: Who is responsible for consolidating and analysing organizational / project results? How often is this done?		
	Reporting systems: Do you use any particular software programs and/or tools to monitor overall organizational / project performance? If yes, please specify		
	Communication of performance: What is the forum at which organizational / project results are routinely presented and discussed? How often does this occur?		

ANNEX 5: MANAGEMENT DASHBOARD REPORTING MATRIX

Click the arrow below to open the Management Dashboard Reporting Matrix in Microsoft® Excel®.

A	B	C	D	E	F	G	H	I	
Area	Indicator	Indicator Explanation	Data source(s)	Frequency of data collection	Person who extracts data	Person responsible for data verification	Person responsible for entry into data source and submission to Dashboard Coordinator	Date of entry into data source and submission to Dashboard Coordinator	Person r merging generating t submitti
Programs									
Programs									
Programs									
Programs									
Area	Indicator	Indicator Explanation	Data source(s)	Frequency of data collection	Person who extracts data	Person responsible for data verification	Person responsible for entry into data source and submission to Dashboard Coordinator	Date of entry into data source and submission to Dashboard Coordinator	Person r merging generating t submitti
Finance	Budget								
Finance	Funds Received								
Finance	Disbusments								
Finance	Expenditures								
Area	Indicator	Indicator Explanation	Data source(s)	Frequency of data collection	Person who extracts data	Person responsible for data verification	Person responsible for entry into data source and submission to Dashboard Coordinator	Date of entry into data source and submission to Dashboard Coordinator	Person r merging generating t submitti
Management									
Management									
Management									
Management									
						Person responsible	Person responsible for entry into data source and	Date of entry into data	Person r merging