



Performance Management Introduction

USAID-Funded Economic Governance II Project

Presented To: GCT Working Groups

Prepared By: Christopher Duve, Program Management Advisor

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Performance Management

The process of:

- *Planning* to monitor results
- *Collecting and analyzing* performance information to track progress toward planned results
- *Using* performance information to influence program decision making and resource allocation
- *Communicating* results achieved

What is a Performance Management Plan?

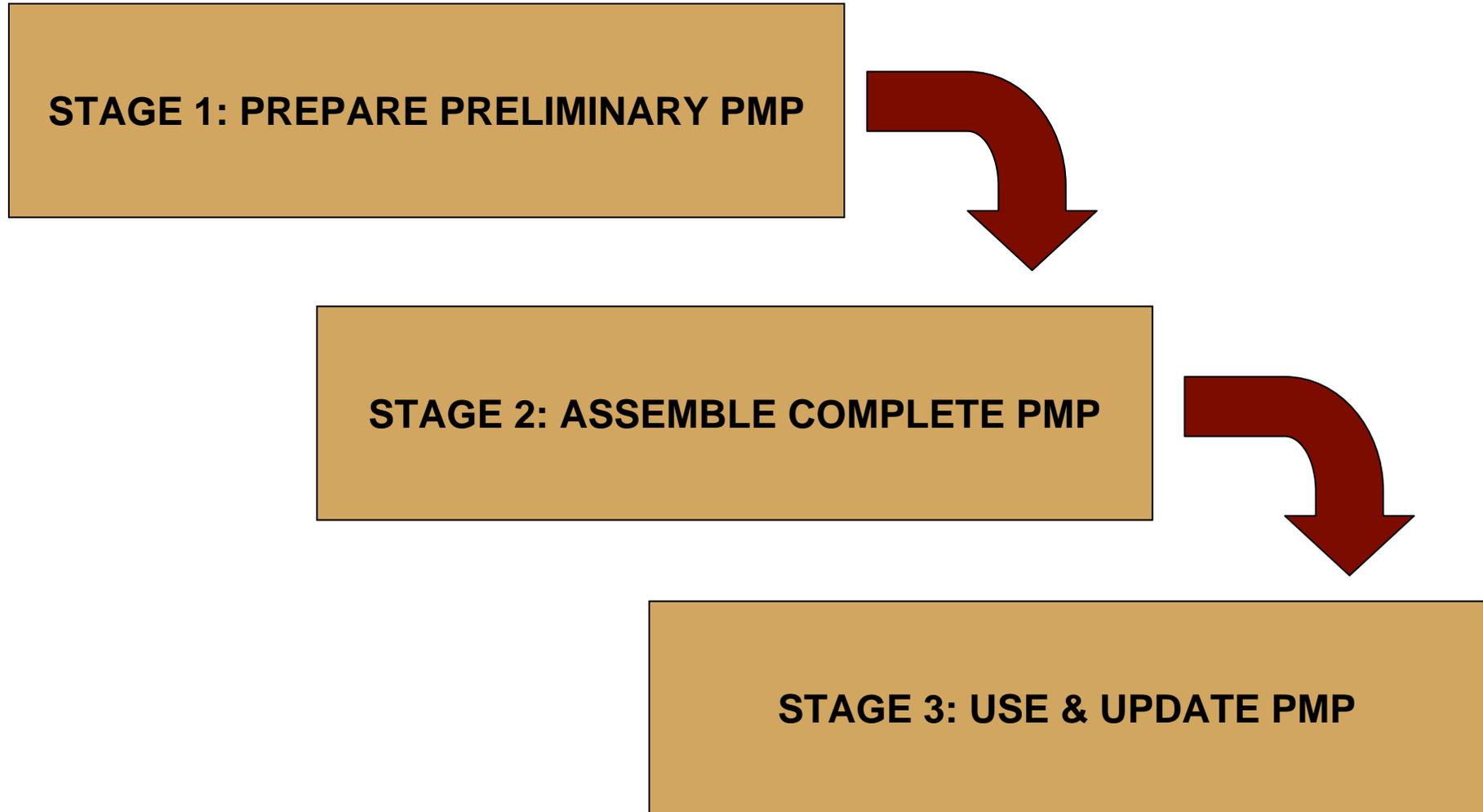
A PMP is:

- Tool for management
- Living document
- Constant reference
- Tool for organizational learning
- Tool to demonstrate your situation

A PMP should NOT be:

- Done solely to satisfy top-level Government officials
- Something to satisfy your boss
- Done just to look like a “team player”
- Filed away never to be used

3 Stages of PMP Development



Results Framework

Results: Significant, intended, and measurable change in the functions of the division represented by each work group

Strategic Objective: The result that the GCT, or the division represented by the work group, can materially affect and for which it is willing to be held accountable.

Intermediate Result: An important result that is seen as an essential step to achieving a Strategic Objective.

Results Framework:

- A planning, communications, and management tool which conveys the main point of the strategy and the links between the Intermediate Results (IR) and the Strategic Objective (SO).
- Captures key elements of the main point of the strategy (describes the linkages between IRs and SO to achieve the SO).
- Clearly states results at SO and IR levels.
- Incorporates critical assumptions.

Results Framework Example (Afghanistan)



USAID
FROM THE AMERICAN PEOPLE

IRAQ

SO 1: Thriving Economy Led by the Private Sector

IR 1.1

Economic Policy and Governance Improved

Indicators

- # of key legislative pieces identified to allow development of banking intermediation
- # of banks that meet international standards
- Customs revenues and taxes as a % of government budget

IR 1.2

Financial Sector's Contribution to Economic Growth Enhanced

Indicators

- % of IMF target met for currency in circulation
- # of DMFI's licensed
- % of Human Resource functionality increase in State-owned Banks

IR 1.3

Private Sector Growth Improved

Indicators

- # of mobile phone subscribers
- % of telecommunication related contracts and assets transferred
- # of reforms of regulations limiting private sector growth
- Milestones towards completion of key commercial laws

IR 1.4

Participation in Global Trade and Investment Enhanced

Indicators

- Total amount of foreign direct investment
- % change in average tariff rates for Afghanistan
- Milestones towards WTO Accession
- Milestones towards SAFTA Membership

Indicators/Measurements

Assess Potential Indicators

Criteria for performance indicators

Direct

Objective

Useful for Management

Practical

Atributable to GCT efforts

Timely

Adequate



Direct:

The indicator closely tracks the result it is intended to measure.

Objective:

Unambiguous, uni-dimensional, consistent over time and precise about what is being measured.

Useful:

The indicator is useful for management and is the most meaningful at a given point in time.

Practical:

Data are available when required for decision making and can be obtained at reasonable cost/effort.

Attributable:

- Indicators selected for the PMP should measure changes that are clearly and reasonably attributable, at least in part, to GCT efforts.
- Attribution exists when the links between GCT outputs and the results being measured are clear and significant.

A simple way to assess attribution:

If there had been no activity by you, would the measured change have been different?

Timely:

Indicators should be available when they are needed for decision making.

Adequate:

Taken as a group, the indicator and its companion indicators should be the minimum necessary to capture progress towards the desired result.

How many indicators are adequate? As many as are **necessary** and **cost effective** for management purposes.

*Not everything that can be
measured matters and not
everything that matters can be
measured*

Data Quality/Reporting

Plan ahead - what kind of information is needed, and when?

Use the data – make decisions on the basis of performance data that you collect

Seek participation – involve staff and partners and be clear about what they're accountable for

Streamline the process – Only collect data that you will use; select key indicators; consolidate systems

Be transparent – Share information widely and be candid about results achieved and not achieved

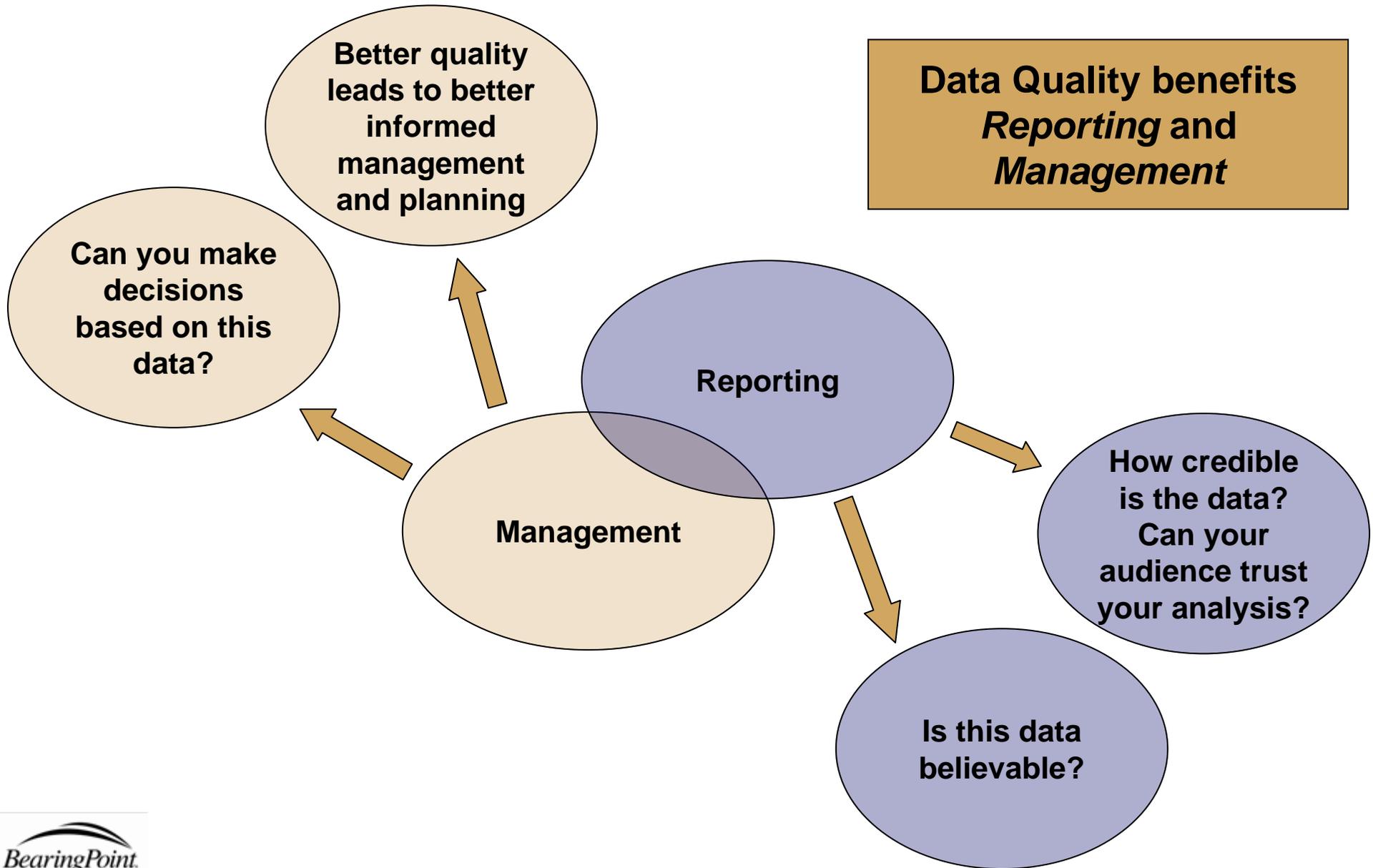
Setting Performance Targets

Targets:

- Can be expressed in quantity, quality or efficiency
- May be determined by setting final target first, then interim targets
- May need to be set after activities or sites are selected
- Can be adjusted over time
- Should be realistic

*If you don't know where you're going,
you'll end up somewhere else.
~Yogi Berra*

Data Quality



Creating Reporting Timeline

- Start with activities that are mandatory and have a fixed timings
- Work backwards from those dates
 - **For example:**
 - **In order to submit your primary report, when should the PMP Review take place?**
 - **In order to conduct the PMP Review, when should we collect our performance data?**
- Keep vacation schedules and holidays in mind
- Note the schedule of staff changes and plan for transition of PMP responsibilities
- Be realistic

Review and update PMP at least annually

Consider asking:

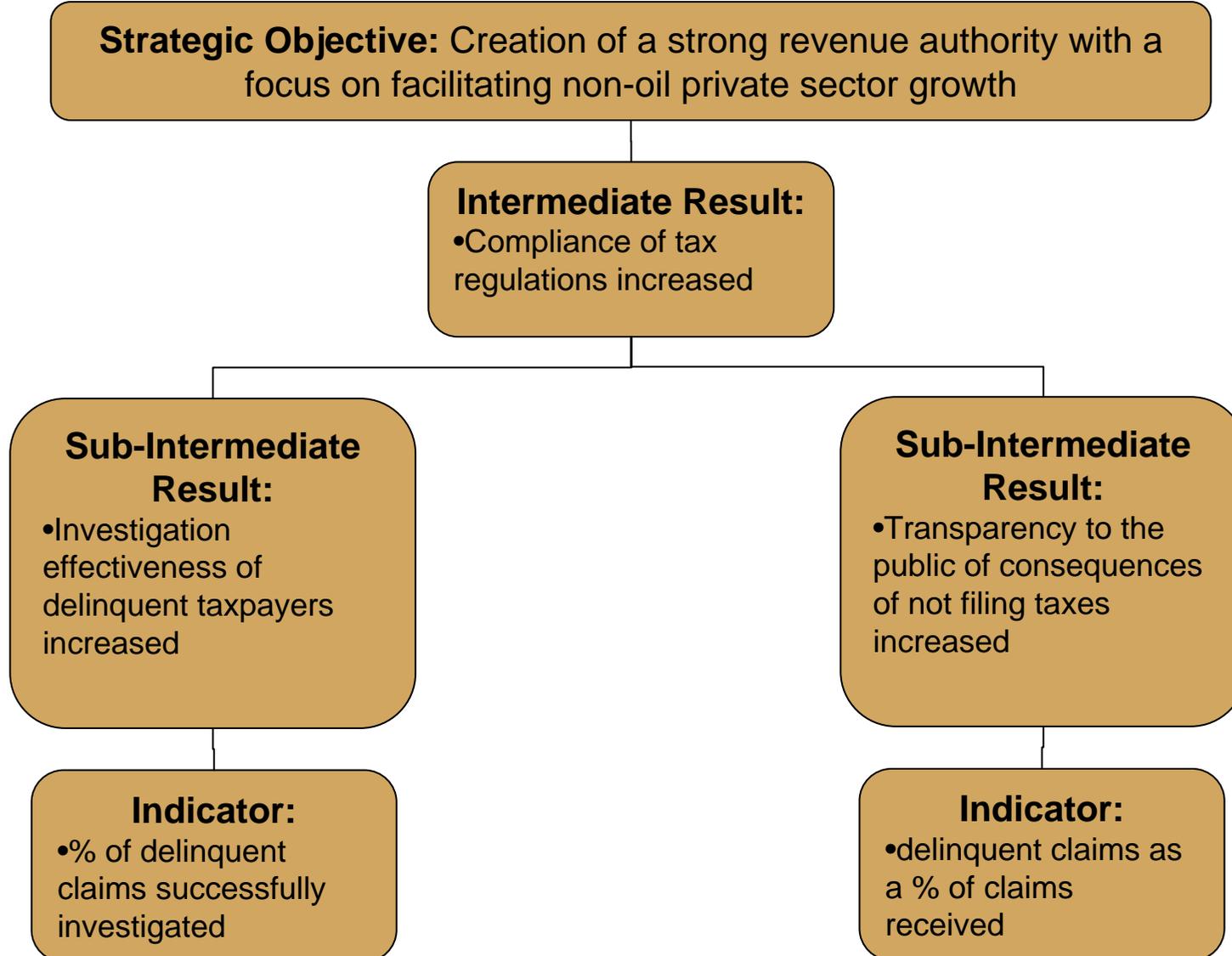
- Are we getting the information that we need?
- Are our indicators working?
- How can we improve the PMP?

Implement - Revise - Review

■ Start deciding in the work groups:

- What is your primary objective?
- How does this objective benefit the overall objective of the GCT?
- What are the results necessary for you to achieve your objective?
- What must be measured to determine how well you are accomplishing the desired results?
 - How do you measure these indicators?
 - How often are the indicators measured?
 - Who is responsible for measuring and reporting on the indicators?
- How will this plan be sustained in the future?

Example (Investigations)



QUESTIONS?