PERFORM: The Performance Mapping and Improvement System

User Guide

MOMENTUM Knowledge Accelerator, August 2024

USAID FROM THE AMERICAN PEOPLE

MOMENTUM A Global Partnership for Health and Resilience

Photo credit: Mussa Kachunga Stanis/Corus International

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Photo credit: Hadjara Laouali Balla/MOMENTUM Integrated Health Resilience Niger

Introduction

WHO IS THIS GUIDE WRITTEN FOR?

This guide is developed for any organization seeking to enhance its performance to achieve specific objectives. It is designed to place organizational priorities, constraints, and context in the center of a performance mapping process that will result in both a more accurate understanding of what drives performance and greater ownership over 100-day improvement plans.

It may also interest donors and implementing partners who support the performance of an organization in the context of a project or partnership relationship.

HOW TO USE THE GUIDE

This guide provides an overview of the Performance Mapping and Improvement System (PERFORM) and the steps to use it. Section 1 provides an overview of PERFORM and what distinguishes it from other organizational assessment tools. Section 3 outlines the PERFORM process roadmap. Section 3 describes the three data-gathering and display options. Section 4 provides step-by-step guidance for each of the four phases of the system including information on the three teams that interact throughout PERFORM cycles. Section 5 helps users customize the system to best fit their needs. Finally, section 6 provides a list of frequently asked questions. Two companion documents containing all the templates needed for each of the data gathering options (MS Word and Excel) are also available on the PERFORM webpage.

Section 01

What Is PERFORM?

PERFORM's Framework | Key Features of PERFORM | What Distinguishes PERFORM From Other Assessment Tools? | Practice Statements for Each Performance Domain | PERFORM Scoring

PERFORM's Framework

Fig 1: Performance Domains

Source: Kinghorn, M.. & Levinger, B. (2021). Organizational capacity: An enhanced framework. MOMENTUM Knowledge Accelerator. https://usaidmomentum.org/resource/organizational-capacity-an-enhanced-framework/

Increasingly, organizational strengthening specialists and program supporters agree that capacity can best be understood in terms of performance, as driven by multiple connections across organizational departments and work streams. High-performing organizations harmonize and integrate diverse functions into a coherent, highly integrated system that facilitates (rather than defeats) high performance. This ability helps high-performance organizations set and achieve objectives in a sustainable manner. As they improve their performance and further harmonize the systems that support improvement, they become increasingly effective, efficient, relevant, and sustainable.

There is, however, a disconnect between conventional organizational capacity assessment (OCA) tools and the idea of "capacity as performance" of an integrated system. Most assessment tools attempt to capture latent capacity through evidence of structures and documents. This focus often gives undue weight to features that do not drive performance.

Additionally, current organizational assessment tools generally reflect siloed functional areas (e.g., human resources, finances, governance), which undermines a more holistic systems perspective. Newer performance assessment tools do focus on performance as an outcome of capacity strengthening but do so for a specific theory of change that is unique to their programming approach.

Lastly, many assessment tools are cumbersome and time consuming, with results commonly administered once a year. This annual application limits the ability of such tools to support timely course correction, adaptive management, or ongoing organizational learning.

The Performance Mapping and Improvement System (PERFORM) is an easy-to-use, systems-oriented tool based on the enhanced organizational capacity framework that assists partners and program implementers in identifying needed performance improvement course corrections in a timely manner.

Key Features of PERFORM

FOCUS ON PERFORMANCE

Rather than focusing on capacity alone, PERFORM looks at the organizational behaviors and practices that demonstrate active use of capacity.

BASED ON EVIDENCE

PERFORM relies on externally validated evidence from the organization to support its performance claims. This evidence-based approach enables the organization to lead in setting performance measures.

FLEXIBLE TIMING AND FREQUENCY

Partners can decide when and how often to complete the mapping process to best fit their needs. Ideally, PERFORM would be integrated into periodic program reviews.

REAL-TIME RESULTS AND ANALYSIS

PERFORM results and analyses are generated in real time, making them available for immediate use and improvement planning.

CUSTOMIZABLE TO MULTIPLE STAKEHOLDERS

PERFORM was designed for use with nongovernmental organizations. However, it can be adapted for government and private-sector stakeholders.

COMPLEMENTARITY WITH OTHER TOOLS

PERFORM results are valuable on their own. They can also provide useful data for other organizational assessment tool indicators.

MIRRORS USAID’S CAPACITY STRENGTHENING POLICY

PERFORM encourages mutuality in organization strengthening. It starts with the local system, aligning with local priorities and existing capacities.

SUPPORTS CBLD-9 MEASUREMENT

PERFORM is an intentional, demand-driven performance improvement process that can be documented and used for organization strengthening.

SUPPORTS LOCALIZATION

PERFORM includes cycles of assessment, planning, and monitoring that emphasize local ownership and leadership at every stage.

What Distinguishes PERFORM From Other Assessment Tools?

While PERFORM is complementary with other organizational capacity assessment tools, it differs significantly in several ways. It builds on the experience and lessons accumulated over the last several decades to overcome some of the deficiencies found in these processes. While those tools may be appropriate in many situations, PERFORM can augment those processes to provide richer and more continuous insights into the how and why of performance improvement.

Specifically, PERFORM differs in the following ways:

EMPHASIS ON MONITORING CHANGE RATHER THAN SNAPSHOT SCORES

Rather than a stand-alone assessment event that takes significant time and effort, PERFORM offers a light-touch mapping of performance, looking more deeply into the drivers behind strong or weak performance. It then monitors changes in those drivers.

BRINGS TOGETHER SYSTEMS THINKING, CAPACITY, AND PERFORMANCE

PERFORM facilitates discussion of relationship between performance practices, highlighting where one practice may enable or inhibit another.

GENERATES LEARNING INSIGHTS

Instead of providing a snapshot performance score, PERFORM considers changes in performance drivers to help organizations understand changes in their overall performance.

STRENGTHENS UNDERSTANDING OF HOW TO DIRECT PERFORMANCE IMPROVEMENT

PERFORM reinforces critical thinking skills and habits so organizations can direct their own improvement long after project support ends.

CREATES 100-DAY IMPROVEMENT PLANS FOR COURSE CORRECTION

As opposed to a 1–2-year plan, PERFORM relies on a series of 100-day (~5–6 month) plans that are revised and adapted in response to progress.

Practice Statements for Each Performance Domain

DOMAIN #1: FOSTER SELF-DETERMINATION

- *Regularly* communicates a transformative vision of an ideal future to diverse stakeholder groups
- *Routinely* takes initiative to mobilize resources as new community needs emerge
- *Routinely* sets aside times for staff, volunteers, and stakeholders to reflect on values and practices
- *Consistently* demonstrates practices that build leadership capacity at all staff levels
- *Periodically* identifies strengths and growth areas as part of an ongoing, self-directed process of performance improvement

DOMAIN #2: PRODUCE SUSTAINABLE RESULTS

- *Consistently* offers services that reflect user needs and preferences
- *Routinely* works with stakeholders to create a strategy for sustaining results when external support ends
- *Periodically* assesses current practices against quality standards
- *Regularly* works with local communities to build upon their assets and ideas
- *Consistently* promotes solutions that address root causes to development challenges

DOMAIN #3: ALIGN SYSTEMS FOR AGILITY

- *Routinely* tasks cross-functional teams to meet objectives
- *Consistently takes steps to* recruit staff members from the *local community*
- *Consistently* manages finances so *stakeholders* receive timely, useful, and accurate information
- Secures *sufficient* support from different sources to ensure that funding streams are diversified
- Maintains reserve funds to cover at least two months of operational activity

DOMAIN #4: LEARN & ADAPT

- *Routinely* solicits and uses stakeholder feedback to expand impact
- *Regularly* scans for trends relevant to organizational mission and services
- *Regularly* uses data to monitor project performance
- Meets *regularly* to learn lessons from project successes and failures
- *Routinely* fosters innovation by testing out new ideas

DOMAIN #5: ATTRACT & SUSTAIN SUPPORT

- *Regularly* communicates with stakeholders about organizational achievements and challenges
- Provides stakeholders, *on an ongoing basis*, with *meaningful* opportunities to contribute to the organization's work
- *Actively* participates in multi-stakeholder networks
- *Frequently* shares useful information and valuable resources with peer organizations
- *Frequently* takes joint action with cross-sectoral actors to address issues of common concern

PERFORM Scoring

PERFORMANCE GOAL

This is the high-order change needed to achieve an organization's mission or service-delivery goals. The performance map is created in relation to this goal or goals.

PERFORMANCE DOMAINS

These five key capacities drawn from the enhanced organizational capacity framework work together to create the conditions necessary to achieve the performance goal(s).

PRACTICES/PRACTICE STATEMENTS

These observable organizational processes, functions, and activities illustrate the performance domains. Practices are written in the form of behavior statements that demonstrate critical knowledge, skills, and/or values. Practice statements include qualifiers that establish clear criteria for the performance of the practice. Each performance domain has five practice statements.

PRIORITY RATING

Each practice is rated on a three-point scale describing the level of importance (priority) it holds for achieving the performance goal.

Priority Rating
High: Critical to success *at this time*
Medium: Important but not critical to success *at this time*
Low: Not important to success *at this time*

Source: Kinghorn, M. & Levinger, B. (2021). Organizational capacity: An enhanced framework. MOMENTUM Knowledge Accelerator. https://usaidmomentum.org/resource/organizational-capacity-an-enhanced-framework/

PERFORM Scoring

PERFORMANCE RATING

In a performance mapping, each practice statement is rated by the extent to which the organization demonstrates the practice and meets the criteria in the statement.

Practices are rated using the three-point scale described below.

Performance Rating
Strength: This statement very accurately describes us
Asset: This statement somewhat accurately describes us
Challenge: This statement is far removed from what we do

URGENCY INDEX

The urgency index sorts the mapping results for each practice according to its performance and priority ratings.

Using the urgency index table, users locate the nexus of the two ratings to determine the degree of urgency needed to address a practice. This index facilitates decision-making about where performance improvement efforts and resources should be directed.

Urgency Index

Priority Rating	Challenge	Asset	Strength
High	URGENT	URGENT	OPTIONAL
Med	URGENT	OPTIONAL	NOT NEEDED NOW
Low	OPTIONAL	NOT NEEDED NOW	NOT NEEDED NOW

Performance Rating

PERFORMANCE DRIVERS

Performance drivers shed light on the "whys" of an organization's performance in each area of practice. They are rated based on whether they support or block performance.

Analyzing and monitoring changes in the drivers will help PERFORM users manage the organizational improvement process more efficiently and pinpoint where resources should be directed.

Performance Drivers

- Knowledge/skills
- Resources
- Supportive leadership
- External relationships
- Norms or culture

Driver is

= fully adequate to support strong performance
= partially adequate to support strong performance
= inadequate to support strong performance

Section 02

The PERFORM Process Roadmap

Preparation Phase | Mapping Phase | Performance Improvement Phase | Evaluation Phase

The PERFORM Process

PREPARATION → **MAPPING** → **PERFORMANCE IMPROVEMENT** → **EVALUATION**

PREPARATION

- Assemble the team
- Articulate an organizational vision
- Prioritize the practice statements

(2-3 hours)

MAPPING

- Score practices by *strength*
- Identify practices that **NEED** attention
- Score adequacy of performance drivers
- Analyze patterns to find leverage points

(6-8 hours)

PERFORMANCE IMPROVEMENT

Monitor changes in drivers

Present evidence for performance claims

Validate evidence

Harvest learning

Develop a 100-day performance improvement plan

(~ 4-6 hours every 6 months starting 1 month after mapping)

EVALUATION

- Reassess practices for change
- Draw conclusions on progress (or not) and causes

The Performance Mapping and Improvement System (PERFORM) involves four phases over the life of a project or organizational enhancement improvement effort. These four phases provide a critical yet light touch to monitoring changes in organizational performance. The PERFORM facilitator's guide provides detailed information on implementing the above mentioned steps.

Section 02.1

Preparation Phase

Create a Guiding Organizational Vision | Assemble the PERFORM Team | Customize PERFORM

The preparation phase may be the shortest but most important step in the mapping process. This phase is where the foundation of trust and ownership is laid for the work ahead, enabling the performance improvement efforts to sustainably take root. It should take two to three hours.

ASSEMBLE THE PERFORM TEAMS

The PERFORM process is accomplished through the work of three teams. It creates multiple opportunities for these teams to engage deeply in the process, preventing any single individual or team from becoming overburdened.

The three teams are:

- **Leadership Team:** Responsible for oversight of the PERFORM process.
- **Core Team:** Responsible for carrying out the performance mapping and improvement implementation and monitoring.
- **Evidence Validation Panel:** A group with members from within or outside the organization who validate the evidence collected by the core team for performance claims.

The following pages provide more details on the role and ideal composition of each team.

PERFORM LEADERSHIP TEAM

The leadership team provides high-level oversight of the PERFORM process and receives progress reports from the core team as they perform their functions. Leadership team members define the performance goal, determine membership on the PERFORM core team, name members of the evidence validation panel, review mapping results, and closely examine monitoring data. They may also periodically revise performance goals to reflect monitoring results.

The leadership team also identifies, as needed, new individuals who should join the core team because they have specialized knowledge that is essential to that team's work (for example, a human resources director who can assist in resolving staffing issues). The ideal size of the leadership tam is three to five people.


Photo credit: Pankaj Kumar Gupta/Jhpiego

PERFORM CORE TEAM

This team performs four critical functions: 1) It carries out the initial mapping. 2) Within two weeks of completing the mapping, the team then gathers evidence to support all the "asset" and "strength" scores for examination by the evidence validation panel. 3) It uses the mapping results to create a 100-day performance improvement plan. 4) The team monitors performance improvement by mapping the performance domains and practices addressed in the 100-day performance improvement plan.

The ideal core team size is between 5 and 8 members who may change over time as the team's needs change. New people may join the team while others may cycle off. Any combination of staff, partner organization colleagues, community volunteers, and board members may be invited to serve on this team. All team members should be very familiar with the organization's work.

The executive director is a key member of the leadership team and will also often serve on the core team. However, executive directors should not engage in the actual mapping (to foster the greatest possible candor among mappers).

For team members to speak candidly, trust is essential. The mapping process is strengthened when diverse perspectives can be shared without fear of ostracism or retribution. If trust levels are low, it may be best to begin with a staff-only team. However, the team should strive to engage with a diverse group of participants in future mapping work.

Photo credit: Pramin Manandhar/MOMENTUM Private Healthcare Delivery Nepal

EVIDENCE VALIDATION PANEL

The evidence validation panel examines the evidence gathered by the core team to support all “asset” and “strength” scores. The panel uses the evidence scoresheet (from the templates available on the PERFORM webpage) to determine if the evidence presented justifies the core team's ratings.

The panel offers an unbiased and objective review of the evidence. Its work strengthens the assessment’s validity. Panel membership may be comprised of any combination of staff, partner organization colleagues, community volunteers, governance body members, peer organization representatives, or external actors familiar with PERFORM.

External actors usually make the best evidence validation panel members because they have fewer preconceptions about the strength of the evidence in relation to the core team’s scoring. However, there are some compelling reasons for also including internal actors on an evidence validation panel: Internal actors can place evidence in its context and subsequently support the organization in fostering a culture of evidence-based assessment. They can also deepen the assessment team’s awareness about the characteristics of strong evidence.

Evidence validation panel members must remember that they are scoring the quality of evidence in relation to a performance rating. They are not assessing the organization’s performance, only its ability to substantiate a self-assigned performance score.

CREATE A GUIDING ORGANIZATIONAL VISION

The PERFORM process begins by forming a shared understanding of the mapping process and how it fits into the organization's performance priorities.

The leadership team's first important task is to clearly define the organizational vision., which keeps the performance domains, practices, and interventions aligned to the participants desired future for a chosen time. The team jointly answers the question, What do we want to look like in < 3 years, 5 years, end of project support, etc.? The answer is recorded as a vision statement in the preparation template for the team to refer to throughout the PERFORM process.

Next, the team agrees on one to two selected statements of organizational interest to bring definition to their vision. To identify these statements, they discuss: How will we know we have reached our vision? What will we see? Answers may reflect technical skills, management systems, or organizational sustainability goals. One or two organizational milestones that are selected can then be used to monitor success.

Templates

The templates shown here can be used to document the description of the organizational vision.

The templates are available in both MS Word and Excel formats on the PERFORM webpage.

Description of Organizational Vision

ORGANIZATIONAL VISION: Describe the vision of the organization in future, operating at its ideal level of performance within a chosen time frame (3 years, 5 years, or end of a specific organization strengthening project.)
DESCRIPTION OF CURRENT SITUATION: (including organizational strengths and challenges)
ORGANIZATIONAL INTERESTS (KEY PERFORMANCE METRICS): (Specific 1-3 accomplishments that will demonstrate successful achievement of the organizational vision, such as meeting specific quality standards, expanded client reach, increased donor base, NUPAS certification, etc.) • • •

EXAMPLE:

ORGANIZATIONAL VISION

Our organization provides the community we serve with high-quality services on an ongoing basis, with a sustainable funding base that is resilient to external funding gaps.

SELECTED ORGANIZATIONAL MILESTONES

Within three years, we will have:

- Two new donors with signed project agreements.
- One social enterprise that provides 10% of our revenue.

Templates

The templates here can be used to document the members of the different teams.

The templates are available in both MS Word and Excel formats on the PERFORM webpage.

PERFORM LEADERSHIP TEAM

NAME	POSITION (Board, Staff, Volunteer)	LEVEL OF AFFILIATION (Field Office, Headquarters, Other)

PERFORM CORE TEAM MEMBERS

NAME	POSITION (Board, Staff, Volunteer)	LEVEL OF AFFILIATION (Field Office, Headquarters, Other)	ROLE ON TEAM (Facilitator, Data Manager, Reporter, Other)

EVIDENCE VALIDATION PANEL MEMBERS

NAME	POSITION (Board, Staff, Volunteer)	LEVEL OF AFFILIATION (Field Office, Headquarters, Other)

CUSTOMIZE PERFORM

With the performance goal clearly articulated, the leadership team customizes the system to suit their context. More details on customization options and their pros/cons can be found in this guide's Customizing PERFORM section. A template to record the customization choices can be found on the PERFORM webpage.

The leadership team makes the following key decisions:

DECIDING ON THE MAPPING METHOD TO USE

The leadership team decides which mapping method to use—Excel, card & chart facilitation, or hybrid. This decision depends on the organization's technological capabilities and comfort level with each option. As the primary users of the map, the leadership team must be able to take full advantage of its potential. (See the section on Data Gathering and Display Options earlier in this document for more information.)

DISTRIBUTION OF MAPPING FINDINGS AND PROGRESS

As mentioned previously, the mapping system is designed to place the organization in control of its performance improvement. Therefore, it is up to the organization to determine which stakeholders, if any, should receive results reports on mapping and monitoring.

In collaboration with the leadership team, the core team makes decisions to customize the process and practice statements to better reflect their context:

DECIDING HOW AND WHEN THE MAPPING PROCESS WILL TAKE PLACE

The core team facilitator helps the team decide if the mapping process will take place in person or virtually, and over what time period.

Priority Rating
High: Critical to success *at this time*
Medium: Important but not critical to success *at this time*
Low: Not important to success *at this time*

PRIORITIZE THE PERFORMANCE MAP

The core team now begins its work in earnest by reviewing the practice statements in the five performance domains to consider the role each statement plays in achieving the performance goal. If necessary, the team can modify the individual practice statements to better reflect the local context. In general, first-time users should work with the standard PERFORM statements, which have been carefully formulated to capture performance-related behaviors, rather than the presence (or absence) of documents.

Finally, the team will agree on the importance of each practice in achieving the performance goal. *Is it high (critical), medium (important), or low (not important)?* They record the priority rating score for each practice in the performance mapping worksheet template.

The team completing the mapping for the first time should score all practices, as modified for their context. Repeat users may remove any statements found to be irrelevant or add more that were missing.

Section 02.2

Mapping Phase

Data Gathering and Display Options | Scoring and Analysis Options

Map Customization

The templates outline ways to customize the practice statements.

The templates are available in both MS Word and Excel formats on the PERFORM webpage.

CUSTOMIZATION CHOICES	DECISION
Who will receive the mapping findings and monitoring updates?	(*Check all that apply*) ☐ Internal staff ☐ Board / governing body ☐ Peer organizations ☐ Community members ☐ Implementing or sponsoring partner ☐ Current or potential funders
Over how many sessions will the mapping be done?	(*Fill in the blanks*) # Sessions per day: _______________ # Hours per session: _______________ # Days duration: _______________
How frequently will the 100-day plan be monitored?	(*Check one*) ☐ Quarterly (4x/year) ☐ Semi-annually (2x/year) ☐ Other: ___ number of weeks/months

THE MAPPING PROCESS

In the mapping phase, the core team scores each practice in the 5 domains (a total of 25 practices). The combination of strength and priority ratings guides the team in determining which practices merit improvement efforts. This process is done at the beginning and end of the performance improvement effort, although a team could also opt to map more frequently.

Performance Rating
Strength: This statement very accurately describes us
Asset: This statement somewhat accurately describes us
Challenge: This statement is far removed from what we do

The initial mapping process takes 6 to 8 hours. Subsequent mappings can be completed in about half this time.

Photo credit: Hadjara Laouali Balla/MOMENTUM Integrated Health Resilience Niger

Section 02.2.i

Data Gathering and Display Options

Mapping Process Options | Computer-Based Scoring | Card & Chart | Hybrid

Mapping Process Options

The performance mapping process entails scoring the 25 practice statements in terms of (a) their relative priority; (b) the organization's performance level (challenge, asset, or strength), and (c) in the five drivers that, collectively, serve as key determinants driving that performance.

PERFORM offers three options for capturing and displaying the mapping scores for team analysis.

- The first option uses computer-based scoring and analysis.
- The second option involves Card & Chart facilitation and the use of MS Word templates for documentation.
- The third option is a hybrid model. Card & Chart facilitation is used, but an assigned participant captures scoring decisions with a camera. The images are then used to enter data into the MS Excel or Word templates for further analysis.

Directions:
Enter scores into the corresponding box (cell).
If you customize the Performance area, add the customization in
Leave the Urgency and Sum columns blank, they will fill in automa

Once all scores are entered into scoresheet, click on the analysis t

Mapping Worksheet:

Capacity domain	**Practice area**
Attracts & sustains support	*Regularly* communicates with *stakeholders* about orga
Attracts & sustains support	Provides stakeholders, *on an ongoing basis*, with meani
Attracts & sustains support	*Actively* participates in multi-stakeholder networks
Attracts & sustains support	*Frequently* shares useful information and valuable reso
Attracts & sustains support	*Frequently* takes joint action with *cross-sectoral actors*
Aligns systems for agility	*Routinely* tasks cross-functional teams to meet objectiv
Aligns systems for agility	*Consistently* takes steps to recruit staff members from
Aligns systems for agility	*Consistently* manages finances so that stakeholders rec
Aligns systems for agility	Secures *sufficient* support from different sources to ens
Aligns systems for agility	Maintains reserve funds to cover *at least two months* o
Fosters self-determination	*Regularly* communicates a transformative vision of an i
Fosters self-determination	*Routinely* takes initiative to mobilize resources as new
Fosters self-determination	*Routinely* sets aside times for staff, volunteers and stak
Fosters self-determination	*Consistently* demonstrates practices that builds leaders
Fosters self-determination	*Periodically* identifies strengths and growth areas as pa
Learns & adapts	*Routinely* solicits and uses stakeholder feedback to exp
Learns & adapts	*Regularly* scans for trends relevant to organizational mi
Learns & adapts	*Regularly* uses data to monitor project performance
Learns & adapts	Meets *regularly* to learn lessons from project successes
Learns & adapts	*Routinely* fosters innovations by testing out new ideas
Produces sustainable results	*Consistently* offers services that reflect user needs and
Produces sustainable results	*Routinely* works with stakeholders to create a strategy
Produces sustainable results	*Periodically* assesses current practices against quality s

Option One: Computer-Based Scoring

COMPUTER-BASED SCORING USING EXCEL

If the organization is comfortable using MS Excel, a PERFORM Microsoft Excel data template is available on the PERFORM webpage to facilitate the presentation and analysis of scores. Advanced Excel skills are not required to use it successfully. Users only need to know how to enter data into a formatted spreadsheet.

In this option, one core team member serves as the Microsoft Excel data manager. Through facilitated discussion, the team members arrive at consensus (i.e., a single score) concerning the performance level of each practice statement. The data manager enters that score, along with the practice's priority rating (also determined by consensus), into the Excel template. Individually, team members then score the drivers for the practice they have just discussed. If mapping is conducted virtually, this scoring is done using an electronic survey platform such as Google Form, Poll Everywhere, or possibly a Zoom poll. When all scoring is completed, the data manager transfers the average rating for each driver into the Excel template.

The PERFORM Microsoft Excel template automatically calculates the urgency index for each practice. This index helps users determine how urgent it is for them to address the practices they have just mapped. The template also helps users filter findings to uncover performance patterns. Identifying underlying patterns of performance will help users craft a highly targeted change strategy.

EXCEL SCORESHEET INCLUDING AUTOMATIC CALCULATIONS ENABLING REAL-TIME ANALYSIS

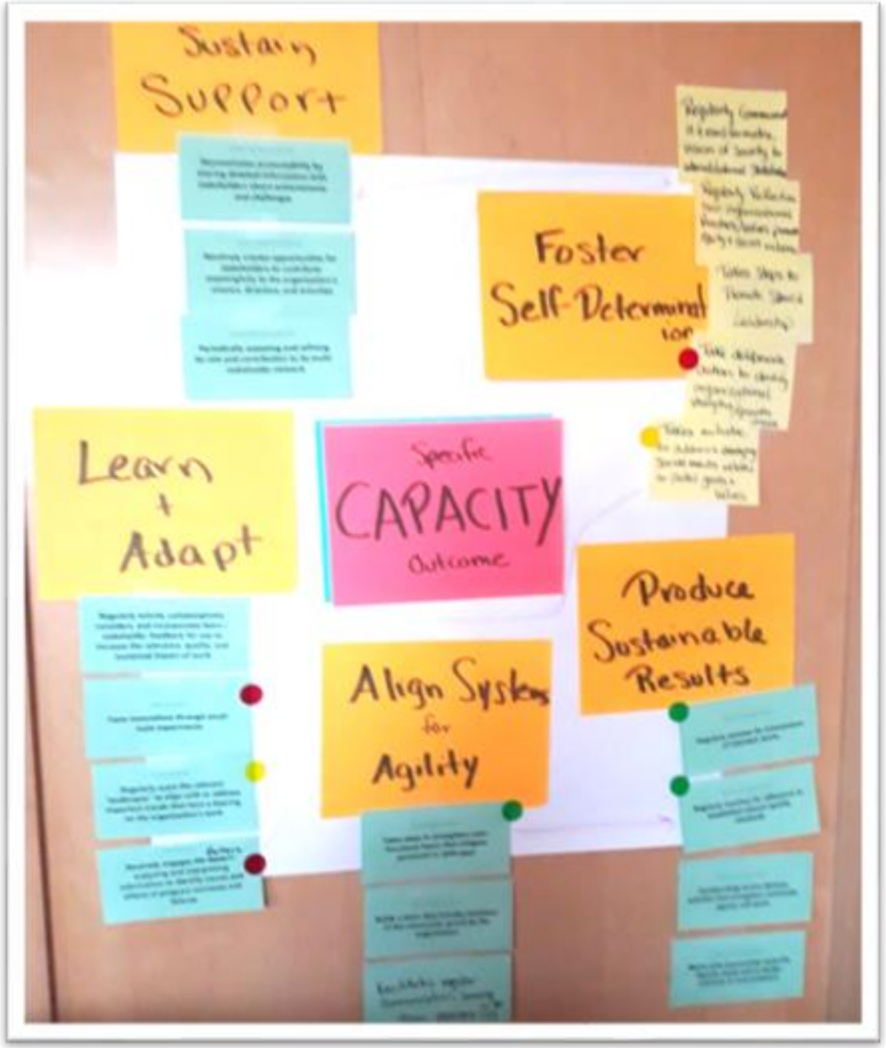
Click here to refresh table	Practice Priority.	Practice rating	Urgency	Driver: Resources	Driver: Relationships	Driver: Leadership support	Driver: Skills/ knowledge	Driver: Norms
⊟ Attracts & sustains support								
Regularly communicates with stakeholders about organizational achievements and challenges	▲	🟡	⚑	↑	↑	↓	→	↓
Provides stakeholders, on an ongoing basis, with meaningful opportunities to contribute to the organization's work	▬	🔴	⚑	→	→	↓	↓	→
Actively participates in multi-stakeholder networks	▼	🟢	⚑	↑	→	→	→	→
Frequently shares useful information and valuable resources with peer organizations	▲	🟡	⚑	→	↑	↓	→	↓
Frequently takes joint action with cross-sectoral actors to address issues of common concern	▼	🔴	⚑	↓	↓	→	↓	↑
⊟ Aligns systems for agility								
Routinely tasks cross-functional teams to meet objectives	▬	🟢	⚑	→	→	↑	↑	↑
Consistently takes steps to recruit staff members from the local community	▲	🟡	⚑	↑	↑	→	↑	→
Consistently manages finances so that stakeholders receive timely, useful and accurate information.	▼	🟡	⚑	→	→	↓	↑	→
Secures sufficient support from different sources to ensure that funding streams are diversified	▼	🔴	⚑	↓	↓	↑	→	↑
Maintains reserve funds to cover at least two months of operational activity.	▬	🟢	⚑	↑	→	↑	→	→
⊟ Fosters self-determination								
Regularly communicates a transformative vision of an ideal future to diverse stakeholder groups	▬	🟡	⚑	↓	↑	→	↓	↓
Routinely takes initiative to mobilize resources as new community needs emerge	▲	🟢	⚑	→	→	→	→	↓
Routinely sets aside times for staff, volunteers, and stakeholders to reflect on values and practices	▬	🟢	⚑	↑	↓	↓	→	→
Consistently demonstrates practices that builds leadership capacity all staff levels	▼	🟢	⚑	→	→	↓	↓	→
Periodically identifies strengths and growth areas as part of an ongoing, self-directed process of capacity development	▬	🟡	⚑	↓	↓	→	→	↑
⊟ Learns & adapts								
Routinely solicits and uses stakeholder feedback to expand impact	▼	🟢	⚑	→	↑	↑	→	→
Regularly scans for trends relevant to organizational mission and services	▬	🟡	⚑	↑	↑	→	→	↓
Regularly uses data to monitor project performance	▲	🔴	⚑	→	↑	↓	↓	↓
Meets regularly to learn lessons from project successes and failures	▬	🟡	⚑	↓	→	→	→	→
Routinely fosters innovations by testing out new ideas	▼	🟢	⚑	↑	→	↓	↑	↑
⊟ Produces sustainable results								
Consistently offers services that reflect user needs and preferences	▲	🟡	⚑	→	↓	→	↑	→
Routinely works with stakeholders to create a strategy for sustaining results when external support ends	▬	🟡	⚑	↓	→	↑	→	→
Periodically assesses current practices against quality standards	▲	🔴	⚑	↑	↑	→	→	↓
Regularly works with local communities to build upon their assets and ideas	▬	🟡	⚑	→	→	↓	→	↑
Consistently promotes solution that address root causes for development challenges	▼	🟢	⚑	↓	↓	↓	↓	↑

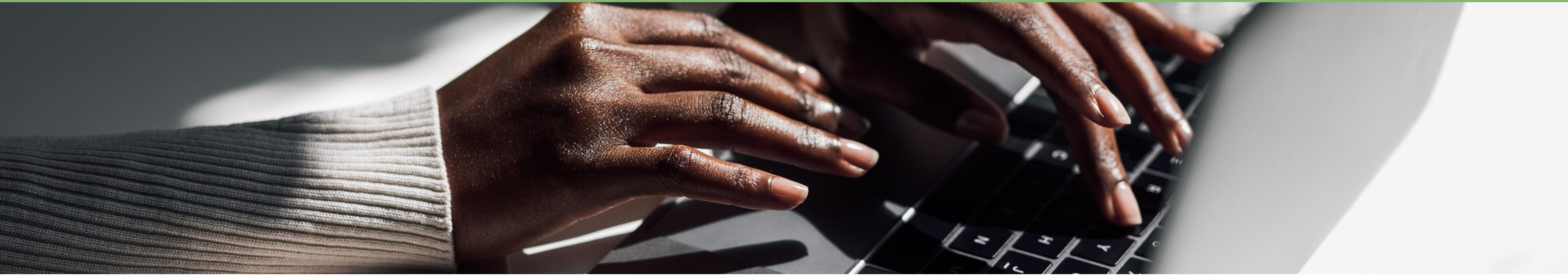
Option Two: Card & Chart

CARD & CHART, A NO-TECH METHOD USING PAPER AND MARKERS

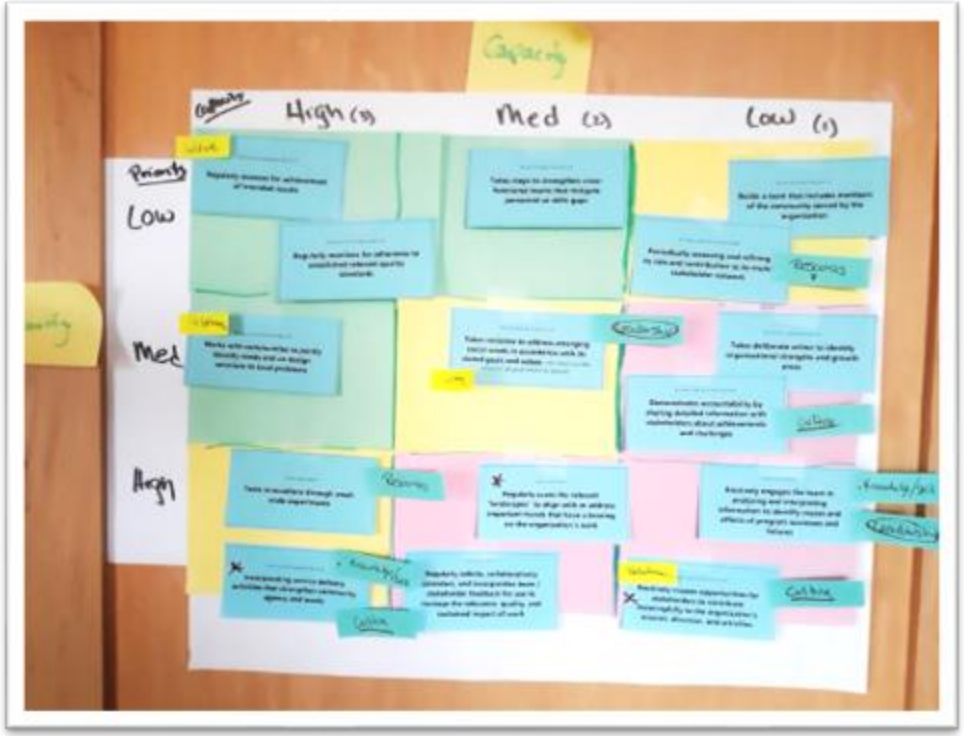
This no-tech method uses sticky ("Post-it") notes and stickers to display and convey ratings and relationships. It is user friendly and especially well suited for organizations where core team members have little or no access to other technologies or are more comfortable with this approach. The more tactile, physically active aspects of Card & Chart may energize the group and encourage participation. The MS Word templates may be used for documentation.

Card & Chart should only be used when the assessment is conducted in-person. Photos can be taken to preserve ratings and findings.





Option Three: Hybrid



HYBRID: CARD & CHART

If images are used to capture the results of a Card & Chart session, they can later be used to enter data into the MS Excel or Word templates available on the PERFORM webpage. In general, it's best to use the PERFORM Microsoft Excel template when feasible since it will automatically calculate the urgency index and generate views that facilitate performance-pattern identification.

Section 02.2.ii

Scoring and Analysis Options

Score Practices for Strength by Consensus | Assess Performance Drivers for All Practices | Analyze Patterns to Find Leverage Points | Select Practices for Performance Improvement

Photo credit: Hadjara Laouali Balla/MOMENTUM Integrated Health Resilience Niger

SCORE PRACTICES FOR STRENGTH BY CONSENSUS

The first step in a mapping process is to score the practice statements. Scoring is done by reaching consensus (as opposed to averaging scores) through a facilitated discussion that follows these five steps: 1) A member of the group reads the practice statement aloud and paraphrases it to ensure that team members share a common understanding of what is being scored. 2) Each team member individually reflects on two questions: How would you rate this practice? and What evidence would you cite to support your rating? 3) Team members share thoughts. 4) If differences arise, they are explored with the goal of reaching consensus. 5) The team arrives at a collective scoring decision, and the score is recorded.

If, after significant discussion, the team cannot reach consensus, the score given by the greatest number of team members is used. This score may be revised later once evidence has been gathered. Decisions are recorded on the mapping template (in either Excel or Word).

Scoring takes place without evidence for the first round of mapping. Within 30 days, evidence is gathered and reviewed as part of the rating validation process.

ASSESS PERFORMANCE DRIVERS FOR ALL PRACTICES

Once a practice has been scored, the core team members score the five drivers for that practice. Research has identified five factors that are highly influential in determining organizational behaviors (practices). Those five drivers (organizational behavior influencers) are:

1. Resources
2. External relationships
3. Supportive leadership
4. Knowledge and skills
5. Norms or culture

Team members rate each of these drivers individually in relation to the practice that they have just scored. A performance driver may be rated as supporting, inhibiting, or neutral to the practice statement. Specific emphasis is given to the drivers for review as outlined below:

- If the practice was determined to be a strength (score of 3), the individual identifies the drivers that significantly support that performance and mark it with a "+".
- If the practice was determined to be a challenge (score of 1), the individual identifies the drivers that significantly inhibit or hold back that performance and mark it with a "-".
- If the practice was determined to be an asset (scoring of 2), the individual identifies the drivers that significantly either support or inhibit that performance and mark it with either a "+" or "-".

Scoring is done using a Google Form, the PERFORM Microsoft Word templates, Poll Everywhere, or stickers for the card & chart option. Once driver scores are determined for each practice statement (taking the mode of group scores), the Microsoft Excel data manager enters them into the PERFORM Microsoft Excel data template numerically (fully adequate to support strong performance = 3; partially adequate to support strong performance = 2; inadequate to support strange performance = 1).

ANALYZE PATTERNS TO FIND LEVERAGE POINTS

With scoring complete, the core team steps back to analyze the map to find patterns. This is where the power of PERFORM can really be seen. By looking at the causal relationships shown by the map, the practices, and their drivers, the team can pinpoint leverage points that will support the greatest improvements. These insights are then used to inform a performance improvement plan, utilizing performance improvement approaches found to be effective for strengthening the drivers.

The following model queries can help the team delve deeply into identifying the root causes of performance weakness or success to develop the most effective plan. For each selected practice, consider asking:

- Which drivers are most likely to explain why we scored low on this practice?
- Which drivers, if any, represent relative strengths that we can build on to improve our performance in this area?
- <u>Overall</u>, what are our strongest drivers? How did these drivers become our relative strengths? In other words, what did we do to build strengths in these areas?
- <u>For each domain</u>, what are our strongest and weakest drivers? What is there in our history (e.g., past initiatives, investments, or decisions) that sheds light on these strengths and weaknesses?
- Which drivers, if strengthened, would leverage the greatest improvements in all the other practices and support organizational progress in achieving the performance goal?

SELECT PRACTICES FOR PERFORMANCE IMPROVEMENT

The priority and performance ratings given to the practices in previous steps and the pattern analysis discussion help the core team select performances to address. They sort practices by their relative urgency, namely those that need to be addressed, those that would be nice to address, and those that do not need to be addressed at this time. Excel generates these results automatically. Card & chart mappers may use the chart below to sort the practices.

This sorting helps the team decide where they will focus their performance improvement efforts. Perhaps they will choose to only focus on those that need attention or even a subset of this group. The team might also decide to strategically include some practices that would be nice to address. The point is to select the most strategic practices, not merely those identified as the weakest or most urgent.

Practice Priority	Practice Rating	Urgency Index
1	2	Urgent
2	1	Urgent
3	3	Not Needed Now
1	2	Urgent
3	1	Optional
2	3	Not Needed Now
1	2	Urgent
3	2	Not Needed Now
3	1	Optional
2	3	Not Needed Now
2	2	Optional
1	3	Optional
2	3	Not Needed Now
3	3	Not Needed Now
2	2	Optional
3	3	Not Needed Now
2	2	Optional
1	1	Urgent
2	2	Optional
3	3	Not Needed Now
1	2	Urgent
2	2	Optional
1	1	Urgent
2	2	Optional
3	3	Not Needed Now

Urgency Index

Priority Rating	Challenge	Asset	Strength
High	URGENT	URGENT	OPTIONAL
Med	URGENT	OPTIONAL	NOT NEEDED NOW
Low	OPTIONAL	NOT NEEDED NOW	NOT NEEDED NOW

Performance Rating

The team now takes a break of up to one month to document and reflect on its work, invite any additional people to the team who have a direct connection to the selected priority practices, and gather evidence of their performance claims.

Section 02.3

Performance Improvement Phase

Identify Changes in Practice Performance and Drivers | Collect Evidence of Performance Claims | Externally Validate Scores With Evidence | Analyze Patterns for Lessons | Develop a 100-day Improvement Plan

Photo credit: Dhony Aprianto/MOMENTUM Private Healthcare Delivery Indonesia

The performance improvement phase is the most significant phase of PERFORM and the one done the most often. This phase is where the team monitors their performance improvement plan, collecting evidence of behavior change to understand changes in performance drivers. Through this iterative process throughout the duration when the organization receives support, the core team develops greater awareness of what drives changes in performance and what inhibits it.

The performance improvement phase ideally begins its regular cycle one month after the mapping phase; the cycle then repeats at the conclusion of each 100-day plan or on the frequency decided in the customization chart presented earlier in the preparation phase.

Photo credit: Dr. Lazare Coulibaly/MOMENTUM Integrated Health Resilience Mali

IDENTIFY CHANGES IN PRACTICE PERFORMANCE AND DRIVERS

Every performance improvement cycle except the first begins with a review of the selected practices and performance drivers associated with them to look for changes, either positive or negative. (Note: The first time the core team undertakes the steps, they will have recently completed the mapping and performance scoring, making this step unnecessary.)

The process is the same as it was in the mapping phase. Using the selected mapping platform (Microsoft Excel, Card & Chart, or hybrid), the team gives a performance score to each selected practice and an adequacy score to each associated driver.

Changes in the scores are recorded in the monitoring template to track progress over time. These records will be referenced during the next performance improvement cycle, as well as during the evaluation phase when longer-term patterns are examined for insights and lessons.

COLLECT EVIDENCE OF PERFORMANCE CLAIMS

During the time between performance improvement cycles or between the initial mapping and the first meeting in this phase (an interval of no more than one month), the PERFORM core team gathers evidence to support their scoring decisions. The decision to rate a practice as a “strength” or “asset” must be sustained by presenting appropriate evidence. (Note: If the practice statement was rated as a “challenge,” no evidence is required.)

Supportive evidence can take many different forms, including manuals, reports, and documents, as well as photos from an event, an audio file with stakeholder comments, or a stakeholder-created Card & Chart. Think beyond what is normally accepted as evidence to make the process realistic and productive. The main question to ask during this phase is - How can we show evidence that we are doing what we say we are doing? A single piece of evidence can be used to support more than one claim.

Anyone on the core team can be assigned the task of gathering evidence. However, the process is made easier if a list of possible evidence sources is compiled during the mapping, along with the name of the individual who will share that evidence. If evidence is not identified during the mapping session, a member of the core team can be named to work with other team members to gather the necessary evidence.

One person should serve as the evidence coordinator. This person will be responsible for: 1) collecting all proposed evidence; 2) labeling it so that the evidence validation panel knows which scoring decisions the evidence is meant to support; and 3) presenting the evidence to the evidence validation panel.

It is likely that the monitoring team will spend one full day per year engaged in monitoring. This full day would probably entail one-half day every six months.

Templates

The templates shown here can be used to document the new performance ratings and performance driver scores, as well as progress being made on the 100-day plan.

These templates are available in both MS Word and Excel formats on the PERFORM webpage.

Name of Organization:

PERFORMANCE DOMAINS	PRACTICE STATEMENTS	Performance			Drivers					Progress		
		Strength	Asset	Challenge	Resources	External Relationships	Supportive Leadership	Knowledge / Skills	Norms/Culture	Exceeds Expectations	On Track	Obstacles Encountered
1. Fosters Self-Determination	#1											
	#2											
	COMMENTS:											
2. Produces Sustainable Results	#1											
	#2											
	COMMENTS:											

Photo credit: Calvin Odhiambo

EXTERNALLY VALIDATE SCORES WITH EVIDENCE

Evidence gathered for the performance scores is assembled for the evidence validation panel to review and possibly validate. The panel's judgment will determine if the evidence justifies the performance score given to the practice area or needs to be rescored.

The panel reviews each piece of evidence individually and uses the Evidence Scoresheet to indicate if they found the material to be relevant and sufficient as evidence that the organization does indeed perform at the level they claimed. If the panel determines that the evidence is insufficient to justify an "asset" score, then that score is revised to "challenge." If the evidence is insufficient to justify a "strength" score, the panel will recommend a revised score (either "asset" or "challenge") that closely aligns with the evidence.

The panel members must keep in mind that they are scoring the quality of evidence in relation to the performance claim. They are not assessing the organization's performance, only its ability to provide quality evidence of the score they gave themselves.

Templates

The templates shown here can be used to document the new performance ratings and performance driver scores, as well as progress being made on the 100-day performance improvement plan.

These templates are available in both MS Word and Excel formats on the PERFORM webpage.

EVIDENCE QUALITY REVIEW SCORESHEET

Evidence Quality Review Scoresheet

[for use by the Evidence Validation Panel]

Name of Organization:

Evidence Validation Panel Members:

-
-
-

Date of Validation:

Definitions:

Relevance = Evidence presented is directly linked to the domain and practice and is not more than 18 months old (except under special circumstances)

Sufficiency = The quantity and scope of the evidence presented is sufficient to draw conclusions about the degree to which the domain and dimension under consideration fulfill the criteria delineated in the rubric.

TOTALS	*Subtotal for **Relevance**:*	*Subtotal for **Sufficiency**:*	**GRAND TOTAL:**	
Evidence	*Relevance Score* (0-2)	*Sufficiency Score* (0-2)	**Evidence Score**	**Evidence Accepted?** (Yes/No)
ATTRACT AND MAINTAIN SUPPORT				
Sa1				
Sb1				
Sb2				

ANALYZE PATTERNS FOR LESSONS

As in the mapping phase, the core team now takes time to analyze the results and identify patterns.

- Where a change in practice occurred, what changes, if any, were observed in the associated drivers?
- Looking across all the practices that changed positively, along with their associated drivers, what commonalities can be identified?
- Are there any examples of expected changes that did not take place as expected? Do the scores given to their associated drivers help us understand this situation?

These insights are used to generate lessons learned that can be applied to development of the next 100-day plan. Use the following questions as a guide for a lessons learned discussion.

- To what extent are we making the progress we expected to see?
- What were the key contributors to that progress?
- What three to five important lessons have we learned at this point in the plan's implementation?
- What corrective action is needed for milestones that have not been accomplished on schedule?
- What plan revisions are needed?
- What innovations or new approaches should we pilot during this period?
- What actions can we take to generate and maintain momentum for change?

Templates

The templates shown here can be used to document the new performance ratings and performance driver scores, as well as progress being made on the 100-day performance improvement plan.

These templates are available in both MS Word and Excel formats on the PERFORM webpage.

100-DAY PERFORMANCE IMPROVEMENT PLAN

<table>
<tr><th colspan="5">100-DAY PERFORMANCE IMPROVEMENT PLAN</th></tr>
<tr><td>Plan start date: ___________</td><td colspan="2">Plan end date: _____________</td><td colspan="2">Activity manager: ___________</td></tr>
<tr><td colspan="5">Performance Goal:</td></tr>
<tr><td>Priority Practices Areas
Top 5–7 Practice statements that are the focus of performance improvement</td><td colspan="4">•
•</td></tr>
<tr><td>Measurable Results
Qualitative or quantitative metrics that will provide evidence of enhanced performance</td><td colspan="4">•
•</td></tr>
<tr><td>Performance Drivers
Which performance drivers were identified as critical to the practice performance, either as an enabler or inhibitor?</td><td colspan="2">Enablers
•
•</td><td colspan="2">Inhibitors
•
•</td></tr>
<tr><td>Change Strategies
What key methods will be tried to shift or leverage the performance drivers? What is the rationale for the methods chosen?</td><td colspan="4"></td></tr>
<tr><td>Actions to be taken</td><td colspan="2">Person Responsible</td><td>Start</td><td>End</td></tr>
<tr><td>1.</td><td colspan="2"></td><td></td><td></td></tr>
<tr><td>2.</td><td colspan="2"></td><td></td><td></td></tr>
<tr><td>3.</td><td colspan="2"></td><td></td><td></td></tr>
<tr><td>Required Commitments
What commitments or authorizations are needed from recipients, leaders, or change agents regarding time, cost, or change strategies?</td><td colspan="4"></td></tr>
</table>

DEVELOP A 100-DAY PERFORMANCE IMPROVEMENT PLAN

Experience has shown that creating a plan for 100 days (five to six months' worth of working days) can provide the momentum needed to initiate change. PERFORM relies on developing, managing, and monitoring a series of short-term plans.

This timeframe has several advantages. First, it allows the organization to experiment with new behaviors. Since no one solution exists for every organizational challenge, partners are encouraged to try potential solutions and see which yield the greatest change.

Second, the timeframe facilitates frequent plan monitoring, enabling the organization to identify intended or unintended consequences and either continue with the new behaviors or make course corrections as needed.

One-hundred-day plan reviews can easily be integrated into regular project or portfolio reviews, thus mainstreaming the activity into normal project management cycles. Templates for the plan are available in the various formats.

During the first performance improvement cycle, the core team develops their plan. In subsequent cycles, they revisit their 100-day plan to check for progress and make any necessary course corrections. Were all the activities achieved according to plan? If any were delayed, what got in the way? What were the significant accomplishments for the period? Record changes on the planning template and begin work on implementing the plan's activities.

Section 02.4

Evaluation Phase

Determine Progress Toward the Performance Goal | Formulate Lessons Learned

In the final phase, the leadership and core teams reflect on the entire process (generally over multiple performance improvement cycles). They look for changes that did—or did not—occur in relation to the performance goal they set. They also attempt to identify what caused these changes.

The evaluation phase commonly occurs at the end of a project or performance improvement cycle. It may also be done be part of an externally conducted evaluation.

DETERMINE PROGRESS TOWARD THE PERFORMANCE GOAL

Many methods are available for determining progress. A final mapping of the priority performance domains can be used as a point of comparison with the initial mapping to capture important changes.

FORMULATE LESSONS LEARNED

Organizations benefit greatly from systematically capturing and reflecting on lessons learned from their performance improvement efforts. What drivers or combination of drivers created the greatest opportunities or obstacles to progress? These lessons will help the local partner continue to independently advance and refine their organizational performance to achieve their development goals.

Section 03

Customizing PERFORM

Performance Domain Selection | Modifying Practice Statements to Better Mirror Contrast | Setting Frequency of Use | Selecting Evidence to Support Performance Claims | Engaging Stakeholders | Sharing Results | Choosing Results Analysis Tools | Facilitation | Scheduling the Initial Mapping

PERFORM can be customized to an organization’s needs. Building on the Customization chart presented earlier in the Preparation Phase. the following nine areas are examples of changes that can be made to the process.

Area 1: Selecting Performance Domains

DROPPING A LOW-PRIORITY PERFORMANCE AREA

When a core team maps performance for the first time, they will generally examine all five performance domains along with the five practices presented for each domain. However, there are times when the core team will drop a performance domain.

- When the domain is unrelated to the performance goal
- When the mapping is intended to monitor performance improvement in areas unrelated to all performance domains
- When the organization is something other than an NGO and modifications to PERFORM are needed to fit the user profile

DROPPING A PERFORMANCE AREA RECENTLY SCORED AS A STRENGTH

The frequency of mapping will often determine what performance domains should be mapped. In general, if the most recent mapping was less than six months ago, the core team may choose to only map domains that were rated "asset" or "challenge" during the most recent mapping session.

Area 2: Modifying Practice Statements to Better Mirror Context

EACH PRACTICE AREA INCLUDES AN ITALICIZED QUALIFIER THAT REPRESENTS A STANDARD.

- <u>Example</u>: *Routinely* sets aside times to reflect on values and practices
- <u>Example</u>: *Periodically* analyzes causes and effects of program successes and failures

ITALICIZED QUALIFIERS CAN BE MODIFIED TO REFLECT LOCAL ASPIRATIONS AND PRIORITIES.

- <u>Example</u>: *At least once per quarter,* sets aside times to reflect on values and practices
- <u>Example</u>: *Uses monthly meetings to* analyze causes and effects of program successes and failures

In general, new PERFORM users will likely choose to retain the italicized qualifiers included in each statement of practice.

Photo credit: John Snow India Pvt. Ltd.

Area 3: Setting Frequency of Use

TOOL CAN BE USED ANNUALLY, SEMI-ANNUALLY, OR QUARTERLY

In general, most users will conduct their second mapping approximately six months after they complete their first mapping. The second mapping will be a key component of their performance monitoring and will likely be limited to performance domains and practices tied to performance improvement efforts. In the following year, the core team will generally map all domains again as they get ready to create a new 100-day performance improvement plan.

FREQUENCY OF USE CAN CHANGE OVER TIME

There is no prescribed frequency for mapping. Users must decide how mapping fits into their performance improvement planning and monitoring cycles.

For example, they may map twice a year in Years 1 and 2. In Year 3, the organization may adopt a performance improvement plan with a longer time horizon. In that case, they might map once during that year.

Area 4: Selecting Evidence to Support Performance Claims

Users determine the types of evidence that can be used to support the core team's scoring decisions. They are encouraged to consider a broad array of evidence types. Examples of evidence include (but are not limited to) written reports, images (still and video), stakeholder stories, and partnering agreements. Teams are encouraged to be creative.

Users also determine how recent a piece of evidence must be for it to be used or considered.

Area 5: Engaging Stakeholders

An important consideration in determining stakeholder engagement in PERFORM: trust.

In general, inclusion of non-staff participants should not come at the cost of having honest, open dialogue.

USERS DETERMINE WHICH STAKEHOLDER GROUPS WILL PARTICIPATE IN THE ASSESSMENT PROCESS.

Stakeholders include members of the community served by the organization, volunteers engaged in governance or other organizational activities, staff colleagues from partner organizations, and financial supporters. The leadership team may engage representatives from any of these groups in PERFORM activities.

USERS DETERMINE HOW PARTICIPANT ROLES WILL BE ALLOCATED AMONG STAKEHOLDERS.

Stakeholders may play many different functions within the PERFORM framework. A limited number may serve on the core or leadership team. Others can provide and/or assess evidence, help create the performance improvement plan, and provide monitoring input.

Area 6: Sharing Results

Results are shared widely with stakeholders, sponsors, partners, and colleague organizations (e.g., with a community of practice)	Results can be for internal use only

Who will receive PERFORM results? Options, usually selected by the executive director, include:

- Internal Staff Only. First-time users may not engage candidly in the PERFORM process if external audiences are present. In general, diminished transparency is the price of greater candor.
- Board or Governing Body. It is important to share results with the board or governing body if budget outlays are needed to implement 100-day performance improvement plans. The executive director should make this decision.
- Peer Organizations. PERFORM promotes organizational learning. Users may create cohorts to engage in peer-to-peer learning, mutual support, performance benchmarking, and a deeper understanding of performance improvement.
- Community Members. Community members offer an invaluable perspective on the organization’s work and can triangulate findings (leading to deeper insights) if mapping findings are shared.
- Implementing or Sponsoring Partner. Sharing results with others can build social capital for an organization and strengthen partnerships.

If scores are supported by a strong external review of evidence, PERFORM may serve as a useful testimonial to support an organization’s claims of excellence; however, organizations should be wary of using PERFORM to create a good impression on potential funders or partners.

Photo credit: Hadjara Laouali Balla/MOMENTUM Integrated Health Resilience Niger

Area 7: Choosing Results Analysis Tools

An organization has several options for facilitating the PERFORM process, depending on their expertise and resources available.

- **High tech:** An MS Excel pivot table template available on the PERFORM webpage generates displays that allow users to draw important inferences through user-selected filters.
- **Low tech:** The Card & Chart approach with stickers on the wall can generate different ways of understanding performance patterns and underlying determinants. This information may also later be incorporated into MS Word or Excel templates for scoring and analysis.

Photo credit: Emmanuel Attramah/Jhpiego

Area 8: Facilitating the PERFORM Process

An organization has several options for facilitating the PERFORM process, depending on their expertise and available resources.

- **Internal versus external facilitation:** An external facilitator may be more objective but may not have needed knowledge of the organizational context and may be expensive. An internal facilitator is often less expensive and knows the local context but may not be able to lead difficult conversations.
- **In-person versus virtual:** In-general, in-person conversations build greater connections among participants. Virtual facilitation required a strong internet connection. Its main advantage is that people from different geographies can engage in mapping. Skilled facilitation may be more available in a virtual environment.

As an organization becomes more accustomed to working with PERFORM, facilitation may move from external to internal. Facilitation responsibilities may also be shared among several skilled people.

Photo credit: Adrienne Surprenant/IMA World Health

Area 9: Scheduling the Initial Mapping

An organization has several options for how a mapping take places:

- **One day:** Mapping can be accomplished in one full day, including breaks and meals. If people are coming from different locations, the one-day might be preferred. This schedule is not appropriate for groups working virtually.
- **Two half-days:** This option is especially suitable when mapping is done virtually. It may also be less disruptive to the organization's work and generate less fatigue overall

Section 04

Tips, Suggestions, and FAQs

Frequently Asked Questions (FAQs)

Responses available on the PERFORM webpage

DECIDING WHETHER TO USE PERFORM

- Can PERFORM be used in combination with other organizational assessment tools such as the Organizational Capacity Assessment (OCA), Integrated Technical and Organizational Capacity Assessment (ITOCA), Non-U.S. Organization Pre-Award Survey (NUPAS), or the Organizational Performance Index (OPI)?
- How can PERFORM support peer-to-peer learning?
- What must I have in place to use PERFORM effectively?
- Are there some organizational contexts for which PERFORM is not appropriate or recommended?

CUSTOMIZATION

- What should we do if we believe that one or more of PERFORM performance domains is irrelevant to our performance goals or work?
- I’m interested in using PERFORM to map performance, but I don’t want to use other features of the system such as the preparation or 100-day plan. Is that possible?
- I notice that each of the statements of practice have italicized qualifiers (for example, “routinely,” “consistently,” and “frequently.” Can I change these italicized phrases if I so desire?

Frequently Asked Questions (FAQs)

Responses available on the PERFORM webpage

ADMINISTRATION

- What is the ideal PERFORM core team size?
- Do we need to convene a core team to discuss each performance domain and practice? Can we just create a survey for individuals to complete and then discuss responses?
- How is evidence used within the PERFORM process?
- How much time is needed to carry out the PERFORM process?
- How often should we use PERFORM?
- What changes can we make in how we use PERFORM? Are the customization options presented in PERFORM documentation the only changes we can make?

MISCELLANEOUS

- If I'm unsure about some aspect of PERFORM's implementation, where can I go for help?
- Can we keep our PERFORM results confidential or must they be shared with others?
- I've heard a lot of criticism about organizational assessment tools that rely on the opinions of scorers. How does PERFORM differ from this type of opinion survey?

THANK YOU

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