

## Performance Results Make Better Decision Making

Over the past few years' national governments in countries around the world – at federal, state and agency levels – have been working to improve the impact of programs through utilising some form of Performance Measurement Systems (PMS). Our proven Ajiliti “process-oriented” Performance Measurement approach doesn't seek to try and fit each department into a common mould but rather establishes a customised measurement of performances based on an organisation's specific on-going programs and established management processes.

To date most Central Government Agencies have already put in place some of the features of a robust Performance Measurement System, such as Project Formulation Documents (PFDs) and their associated Quarterly Budget Review Reports, as well as decentralized data capture tools, such as the census forms, Quality Assessment and Rapid Audits using Excel spreadsheets or Word documents.

The next step is to implement a quality management-responsive PMS which is proven and easy to use: a software program that can present, track and report performance of Senior managers and divisions within the Agencies in achieving results. Senior managers need an online software program that they can access on a daily basis to track the performance of officers they manage and the programs they are responsible for. The Secretaries and their Deputies need online system that will allow them to have a comprehensive view of the performances of all donor funded programs, as well as the performance of offices across the country. This is where Ajiliti comes in and we can design, build and deliver such a system.

## Background of a Performance Measurement System

A quality, proven Performance Measurement System will provide timely and accurate information that senior managers can use to make evidence-based decisions regarding the implementation and impact of funded programs.

One of the goals of a good Performance Measurement System is to make it easy for people to enter data at the “front end” for reporting and analysis. A powerful PMS can generate all sorts of reports on demand from the system, and allow decision makers within the organisation to produce them. They can then see the status and performance of any particular program or based on any number of key information segments, such as province, district, town, office, age and gender of respondents, etc.

## SUMMARY

Central Government Agencies have spent considerable time and effort designing and establishing effective data collection forms and processes to monitor program performance. This paper recommends taking the next logical step to establish a quality Performance Measurement System in order to make this data readily available for senior managers so that they can make evidence-informed management decisions concerning the performance and impact of donor funded programs and objective results.

Organisations such as the Department of Treasury and Finance in Victoria, the Federal Commonwealth of Australia, the State of Tennessee in the US and the Government of Fiji have already implemented similar systems, or they are in the process of establishing frameworks which will then lead to Performance Management Systems, that will allow for the collection and analysis of large amounts of data for use in reporting and decision making.

### Recommendation for the implementation of a Performance Measurement System

The recommendation of this paper is for the Agencies to invest in a quality and proven Performance Measurement System. These systems will comprise of two main components – (i) a data entry module which is flexible, aligns with existing processes and allows end users to enter data directly; and, (ii) an easy to use set of reports and dashboards for presenting consolidated, computer-analysed data and reports.

This would involve:

- Creating and presenting Program Performance Profile Reports on the consolidated status of the implementation and impact of all donor funded programs (i.e. all PFDs);
- Digitising existing school-based data collection tools, such as the Quality Assessment and the Rapid Audit forms and providing a platform for consolidation, analysis and presentation of data; and,
- Creating High-level Results Reporting Dashboards that allows for the quick analysis of key indicators against offices and their districts and regions.

### Benefits of a Centralised Approach to Performance Measurement

The primary benefit of Investing in a Performance Measurement System would be to support decision makers within the central management teams of any department, to access in near real time key reports and data which will allow for informed and better decision making.

Other benefits include:

- Transparency of funding use and delivery of projects and programs
- Linking of programs to quality outcomes
- Accountability on the delivery of actual outcomes from funded projects

### Central Agencies Leading Other Departments

The approach outlined in this paper of a centralized Performance Measurement System is one which we have already implemented in various State and Federal Governments and Agencies in a number of countries.

It only takes one lead Agency within any Government to lead the others.