March 2018

government performance index (gpi):

a pact handbook

Pact is the promise of a better tomorrow for communities challenged by poverty and marginalization. We serve these communities because we envision a world where everyone owns their future. To do this, we build systemic solutions in partnership with local organizations, businesses, and governments that create sustainable and resilient communities where those we serve are heard, capable, and vibrant. On the ground in nearly 40 countries, Pact's integrated adaptive approach is shaping the future of international development. Visit us at www.pactworld.org.

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Disclaimers:

Contents

Introduction

Overview: What is the GPI?

The Government Performance Index (GPI) helps implementing organizations and their government partners regularly review, document, and analyze government performance against a set of standard measurements. The results then can be used to adapt program approaches to improve performance at individual agency, project, and program-wide levels.

Annually, Pact and partners collaborate to measure partner performance because we are committed to going beyond measuring short-term capacity development (CD) gains. Rather, we aim to understand the extent to which CD outputs support positive changes in the way governments achieve results, meet high standards, deliver services to target populations, engage with constituents, learn from and adapt services, and react to changes in the external environment.

About the handbook

This handbook provides practical guidance on how to administer the GPI. By the end of your review, readers should have the information and skills to understand the GPI and its background, describe the GPI's domains and sub-domains, and administer the tool.

The GPI Handbook's information can be supplemented with the *Organizational Performance Measurement* blended learning course, which consists of a video-based course and face-to-face workshop.[1] The GPI Reliability Study[2] can provide a more in-depth review of the inter-rater reliability of the measurement tool. And, Pact's Organizational Performance Index (OPI) Handbook[3] provides a more in-depth look into how the GPI was created, being a precursor to and sister tool of the GPI.

When to use the GPI

Pact uses the GPI in a wide range of programs, including in governance, health, education, safety in mining, and livelihoods. Similarly, the types of government entities who have participated in GPIs are diverse. For example, the GPI has been used successfully with:

- Commune councils, district councils, health centers, and municipality councils in Cambodia
- The Bureau of Women, Children and Youth Affairs, Bureau of Labor and Social Affairs, Ministry of Federal and Pastoral Development Affairs, and woreda education offices in Ethiopia
- Local government primary health care departments and the state Primary Health Care Development Agency in Nigeria
- District and town councils in Tanzania

Pact's GPI is a versatile tool that can be used by many different administrators,[4] such as local and international NGOs who work collaboratively with government agencies, and by government agencies themselves. Moreover, the GPI can be used at different levels of government, including local government authorities, sector administrative units, and provincial- or state-level ministries. However, the GPI is not always the right tool to use with a government agency. To determine if using the GPI is appropriate, answer the following four key questions.

Question	When to use	When not to use
What is your entity's relationship with the government agency?	The partnership is established and your entity has supported the agency in the past and will continue to do so in the future.	The partnership is new, so develop a strong working relationship with the government agency before introducing a tool like the GPI.

[1] The *Organizational Performance Measurement* blended learning course is being produced by the Aga Khan Foundation in partnership with Pact and GlobalGiving. The course is expected to be available in 2018.

[2] The study is available at http://www.pactworld.org/library/gpi-reliability-study.

[3] The handbook is available at http://www.pactworld.org/library/pacts-organizational-performance-index-handbook. See more on the OPI and how it led to the GPI on pages 3–4.

[4] Administrators are those entities who introduce the GPI and collect, analyze, and use its data.

Is the government agency already being assessed by other entities, including other government agencies?	The agency is not currently being assessed by another entity, or the other assessment's scope is different from the GPI.	If the agency's performance is already assessed or measured, review those tools, methods, and results to determine if your entity can use and align with these.
How much control does the government agency have over making changes to its performance?	The agency has autonomy in how it operates and may even set standards or determine processes and procedures for other agencies, departments, or projects.	If another agency, department, or official controls the way this agency carries out its work and how it documents that work, the GPI tool might not be the best way to measure performance, unless the agency is willing to and interested in identifying areas for improvement that it, your entity, or another entity can advocate for.
Can and will the government agency share its documentation with your entity?	The agency is willing and able to share at least some necessary documentation to support the GPI scoring process.	Some government agencies might not be allowed to share or feel comfortable sharing their documentation. In this case, the GPI might not work well or you might need to use the Bronze Standard, which looks at external documentation or evidence of an agency's performance. See page 6 for more details on using the Bronze Standard.

Note that the GPI's specific measures cannot be adapted, but the way you administer the GPI or the type of evidence you gather can be adapted to fit your entity's needs and the context of your relationship with the partner government agency. If administering a GPI would be applicable to the agency and context, but there are some challenges with, for example, lines of reporting or ability to share documentation, first examine how you could adapt the GPI process and evidence requirements before completely ruling out administering the GPI.

How Pact Developed the GPI

Addressing previous gaps in performance measurement

Historically, development organizations often fail to measure the outcomes of their CD activities. So, a new mantra has emerged: "Improve capacity, measure performance." However, development professionals often cite the lack of an easy to use, affordable to apply, and replicable tool for a variety of contexts as a barrier to this endeavor. Without knowing how capacity and performance change over time and what their links are to one another and to specific CD interventions, the international development community is unable to make strategic, data-informed partnership decisions. And, lack of such data-driven decision-making inhibits implementing agencies', donors', and NGOs' ability to distinguish, prioritize, and implement the most effective, practical, and sustainable interventions. Furthermore, the measurements that are regularly taken at the input and output levels often fail to connect capacity interventions to changes in organizational performance and thus to the impact in the communities being served.

These deficiencies led Pact to invest in developing a tool. Initially, Pact focused on developing one tool for all partners, using the International Development Research Centre (IDRC)/Universalia's research-based and field-tested *Capacity Development Outcomes Framework*, which identifies four domains of organizational performance: Effectiveness, Efficiency, Relevance, and Sustainability.[5] Pact used these four domains to develop the **Organizational Performance Index (OPI)** in 2011, further defining each domain into two sub-domains:[6]

- Effectiveness: results and standards
- Efficiency: delivery and reach
- Relevance: target population and learning
- Sustainability: resources and social capital

A specific tool to measure government performance

Pact used the OPI between 2011 and 2013 with various types of organizations. During this same period, Pact, with support from the Rockefeller Foundation, facilitated an OPI reliability study, which led to some adaptations to the tool and how it is used.[7] The tool was found to be statistically reliable, although feedback from Pact staff included comments on its poor fit for government entities.

In 2013, Pact facilitated an OPI validity study[8] to establish face and content validity. Among the questions the team sought to answer was: For what types of organizations is the OPI a valid measure? Study results showed that the OPI is most suitable to assess community-based organizations, faith-based organizations, NGOs, and international NGOs, but much less so for other entities, including government.

Given all this feedback and that government agencies are important partners in development work, Pact decided to create an indicator specifically to measure government performance. The GPI grew out of the OPI and follows much of the same structure and process (see *GPI Structure* on page 5 for specific details).

Testing GPI reliability

As we did with the OPI, Pact carried out a reliability study on the GPI in 2017.[9] Using the GPI, two Pact staff (the administrators) each in five countries scored the same government agency using the same evidence, though independently from one other. Pact then performed three statistical tests on these data: the Cohen's Kappa statistic, Spearman's Correlation Coefficient, and the Cronbach's Alpha coefficient. The Cohen's Kappa statistic measures the

[5] Horton, D., Alexaki, A., Bennett-Lartey, S., Brice, K.N., Campilan, D., Carden, F., … Watts, J. (2003). *Evaluating capacity development: experiences from research and development organizations around the world*. Available at https://www.idrc.ca/en/book/evaluating-capacity-development-experiences-research-and-development-organizations-around-world; Lusthaus, C., Adrien, M.H., Anderson, G., Carden, F., & Montalvan, G.P. (2002). *Organizational assessment: A framework for improving performance*. Washington, DC: Inter-American Development Bank and IDRC.

[6] Pact (2015). *Organization Performance Index (OPI): A practical guide to the OPI for practitioners and development professionals*. Washington, DC: Pact. Available at http://www.pactworld.org/library/pacts-organizational-performance-index-handbook.

[7] Pact (2012). *Capacity Development Evaluation*. Washington, DC: Pact. Available at http://www.betterevaluation.org/sites/default/files/Pact%20Capacity%20Development%20Evaluation.pdf.

[8] As of this handbook's publication, Pact has submitted the OPI validity study results for publication in a peer-reviewed journal. Once published, Pact will post the article to our Resource Library (http://www.pactworld.org/library).

[9] The study is available at http://www.pactworld.org/library/gpi-reliability-study.

inter-rater reliability, or the degree in consistency of scores across the raters, including what agreement may have been by chance; results showed a substantial level of agreement. Spearman's Correlation measures the strength and direction of two ranked variables and was used to complement the Kappa; results showed an overall strong relationship between the variables. Cronbach's Alpha was used to assess the reliability of the index in its entirety and the items comprising the index. The Alpha shows that all items in the index are worth retaining in the scale; removing any items would result in a lower Alpha score.

These scores, coupled with qualitative feedback from the scorers, confirmed that the GPI is a reliable tool. However, a few domains needed some clarification in what is meant to be measured and what constitutes acceptable evidence. Pact updated the GPI to address these issues. Also, better guidance on how to conduct the GPI itself was also needed, considering that at the time of the study, Pact had not yet created a guidance document for the GPI. This GPI Handbook fills that gap.

GPI Structure

Much like the OPI, the GPI uses the IDRC performance framework to measure the effectiveness, efficiency, relevance, and sustainability of government entities. While the domains of the OPI and GPI remain consistent, the GPI's sub-domains include some differences. The GPI uses simple language to allow application across a variety of geographies and sectors. Therefore, administrators who use the GPI should be familiar with the government agency being assessed and should be able to extrapolate the domains' general descriptions to the reality of the government agency.

The GPI's domains and sub-domains are as follows.

1. **Effectiveness:** Government achieves high levels of targets (**results**) for services delivered to constituents, including overseeing and measuring services provided by non-state actors. Government consistently meets existing **standards** in its programs, supports non-profits and for-profits to also meet standards, and regularly collects and feeds back information to adapt and improve standards.
2. **Efficiency:** Government successfully **delivers services** listed in its plans on time and on budget and monitors and ensures non-state actors implement their plans. Government convenes networks inclusive of private sector, civil society, other government entities, and international stakeholders relevant to its services, and those government **coordinated** networks demonstrate tangible results at the community level.
3. **Relevance:** Government engages civil society and direct **constituents** in the design, delivery, and monitoring of services. Government uses its analyses and **learnings** to influence change in the services of others at the national and/or international levels.
4. **Sustainability:** Government seeks **financial sustainability** by developing its budgets through transparent processes, making budgets available to the public, allocating resources according to budgets, and leveraging resources through other government and non-government sources. Government seeks **environmental stewardship** through environmental impact assessments, environmental management plans, and regular monitoring.

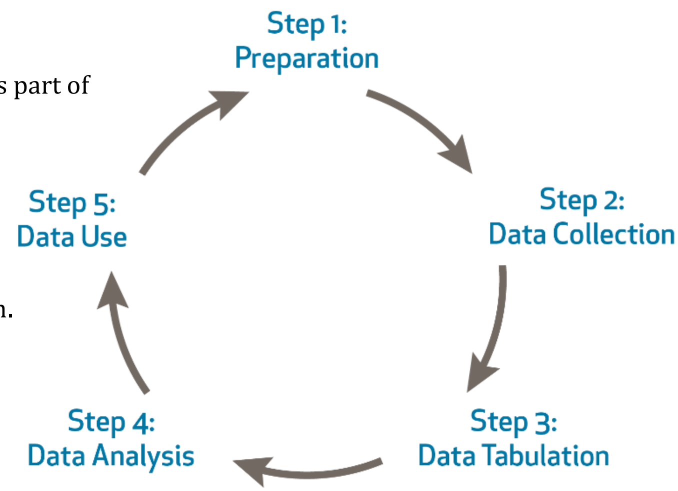
The GPI tool is provided in full on page 12 and includes, for each sub-domain, explanations for what constitutes each benchmark level and the recommended evidence to meet that level. Scores typically are given by the government entity, then shared with the administering organization, which reviews the scores and corresponding evidence. The administrator approves the scores. In case of differences in perception between the government agency and administrator, both parties negotiate and agree on the final score.

Each sub-domain is articulated in four levels of benchmarks that describe increasing levels of performance. Each sub-domain is assigned a number score of 1–4. Level 1 maps to the lowest level of performance and Level 4 to the highest.

Evidence for Level 1 is fairly simple: the agency self-identifies as being at this level or no evidence is available. Levels 2–4 require gradually increasing amounts of verifiable materials that the administering entity can check. The types of evidence required vary by sub-domain, but can include budgets, monitoring plans, meeting minutes, workshop presentations, and agency reports.

Administering the GPI

Step 1: Preparation



Preparation is the key to success in all subsequent steps. As part of initial preparation for the full GPI exercise, complete the following actions in collaboration with the partner government agency whose performance is being measured.

- Choose the data collection methodology.
- Contextualize the GPI tool.
- Prepare administrators and the internal support system.
- Contact and prepare the government agency.

Choosing a data collection methodology

GPI administrators can choose from two data collection methods: Gold and Bronze.

- **Gold Standard method:** The government agency first scores itself. Then, it delivers its scores and evidence to the administering entity, which reviews the scores and verifies the evidence. If the administrator and the agency agree, the administrator completes the remaining GPI steps. If they disagree or have remaining questions, the administrator follows up with the agency to ask clarifying questions, access additional evidence, or negotiate a final score.

- **Bronze Standard method:** First, the administrator assigns the agency a score for each sub-domain by referencing evidence the former has access to, as well as its own knowledge of the agency. For example, the administrator may have access to program reports, evaluations, proposals, site visit notes, interviews, and so on. When the Bronze method is used, the administrator must share the GPI report with the agency. Because the Bronze method is administrator scored, it can create challenges in power and trust dynamics between the GPI-administering entity and the government agency. If the two are partners, they should be able to work together to assess performance.

Pact prefers the Gold Standard because it is inclusive, is participatory, and can generate more of the agency's buy-in. But, the Bronze Standard can be a better data collection methodology in certain circumstances. In some instances, the administrator may discover that it does not have access to adequate evidence or have the knowledge to complete scoring independently from the agency, so the administrator should use the Gold Standard. However, if there are concerns about resource and time availability and security issues, especially in a more closed environment, the Bronze Standard may be preferable.

Contextualizing the GPI tool

Review and contextualize the GPI to ensure its relevance to the specific environment. Administrators can translate the tool into the local language, clarify terms, and/or adjust the required evidence. For example, if the government agency focuses on health, ensure that required government health-related regulations, strategies, policies, plans, and protocols are listed among the evidence, as are international standards. **Remember: The domains, sub-domains, and benchmarks cannot be altered.**

Preparing administrators and the internal support team

Ensure that all those engaged in the GPI understand their roles and responsibilities. This requires staff to create a GPI administration calendar that contains allocated time for contextualizing the GPI, the number of GPIs required, how many days are needed to complete the process, and which administrator staff are assigned to each government agency. If this is the agency's first GPI, allocate 2–3 hours to complete the index; reassessments tend to be much quicker, lasting 1 hour or less, and should be carried out at most annually. The total level of effort (LOE) for completing GPIs will vary based on the required contextualization, number of government agencies and administrators, required travel by administrators, and if the GPI is a baseline or reassessment.

There are a variety of roles and responsibilities required to complete GPIs. Typically, staff with functions in CD or monitoring and evaluation will fulfill these roles. Many of the roles require strong skills in planning, analyzing and presenting information, listening, and negotiation. The table below contains the roles needed to carry out the GPI and their associated responsibilities. In many cases, one or two staff will serve several roles.

Role	Responsibilities
GPI supervisor	Initiates the GPI process including scheduling, identifies staff to fulfill roles, and oversees GPI contextualization, outreach with government agencies, administration, data collection, data analysis, and report preparation
Administrator	Reviews government agencies' scores and evidence, negotiates final scores, collects data, and presents results to government agency
Organizational representative	Contacts the government agency to explain and schedule the GPI
Data coder	Organizes and cleans data and enters scores into the Capacity Solutions Platform (CSP; see more in Step 2) or another calculation method
Data analyzer	Reviews data at the individual government agency, project, and program levels to identify results, trends, and outliers, and makes recommendations as needed
Report writer	Prepares individual government agency, project, and program reports

Make sure you consider budgetary issues, such as average cost per GPI. Administrators should budget for annual GPIs. Include associated costs, such as training administrating organization staff, socializing the tool and data collection with the government, travel, tool translation, accessing the CSP, and staff LOE. If combined with other CD activities, the data collection should bear no additional cost, except for staff LOE. An example GPI budget (without staff LOE) can be found on page 25.

One such CD activity is Pact's Organizational Capacity Assessment (OCA)[10] process. The OCA is a two-to-three day activity, during which stakeholders and staff from a particular entity gather in a workshop setting to set benchmarks for performance excellence, self-assess the level to which the entity has the capacity to meet those benchmarks, and set goals to improve the entity's capacity by creating an Institutional Strengthening Plan (ISP). In addition to efficiency, combining the OCA and GPI allows you to integrate performance improvement strategies and goals into agencies' ISPs.

Finally and importantly, ensure that all administrators know the tool. This includes understanding how to present the tool to the government agency, complete scoring, and tabulate and analyze data. Administrators should complete the *Organizational Performance Measurement* video course and quizzes and review this handbook prior to administering a GPI.[11]

[10] Pact (2012). *Pact Organizational Capacity Assessment (OCA) handbook: A practical guide to the OCA tool for practitioners and development professionals*. Washington, DC: Pact. Available at http://www.pactworld.org/library/pacts-organizational-capacity-assessment-handbook.

[11] If organizations and/or administrators want more in-depth training on administering capacity assessment tools like the GPI, Pact's suite of CD materials is available in our Resource Library, at http://www.pactworld.org/library.

Preparing the government agency

Government partners must be brought on board with the process before you administer the GPI. The most important part of the preparation is ensuring the agency understands the reason for this assessment and its role in administering the GPI. Consider sharing a briefing paper or simple presentation with the agency or hold a brief meeting with key government staff.

Regardless of how you socialize the GPI with government, make sure to address:

- The GPI's purpose and how it supplements but is different from other assessments, including how to use GPI results
- GPI framework, including the domains and sub-domains
- What evidence is, including the types of evidence required for verification
- The process for administering the GPI
- Who is engaged in the GPI from both the agency and the administering organization and what their roles and responsibilities are
- How the government agency can progress from one level to another.

TIP!
Administering organizations can carry out a number of actions to foster mutual trust between itself and the government agency and ensure smooth negotiation of scores, when needed.

- Select administrators who already have a close working relationship with and knowledge of the government agency and its related policies, regulations, and standards.
- Request an agency focal point of contact for the GPI.
- Hold a joint meeting between agency staff and GPI administrators to review the scores and evidence together.
- Provide the agency with a copy of the final report; tell the agency you will do this at the start of the process.

Step 2: Data collection

To collect GPI data using the Gold method, administrators need to make the GPI data collection form, found on page 20, available to its government partners. The form, which contains the index and space to evaluate the agency, supports government agencies to review the requirements of each sub-domain and present their justification for specific scores. The government agency can use the form to document its self-scores, or the agency can directly input its scores into Pact's Capacity Solutions Platform (CSP).[12] Note that the first page of the data collection form asks for basic information about the agency's size and scope. The same information is captured in the CSP with a new account.

If government partners submit data collection forms or if administrators use the forms themselves to document final scores, the forms are used to enter data into the CSP at a later date. The forms are especially useful to administrators if the CSP is not immediately available due to internet connection. If administrators are using the Bronze method, Pact suggests entering data directly into the CSP.

TIP!
Pact administrators should set up CSP accounts for agency staff. Non-Pact administering organizations should consider subscribing to the CSP. The platform allows administrators and agencies to enter scores directly and easily access results and reports based on their needs. To learn more, visit the Pact website and request a demo.[12]

Administrators and government agencies need to review evidence when assigning scores per sub-domain and ensure that the quality of the evidence meets the requirements for the score selected. Remember: No evidence is required for Level 1, but at Levels 2–4, you may need to identify both that the evidence exists in the required format and that the team is using the evidence.

Step 3: Data tabulation

Pact uses its CSP to tabulate GPI scores and create simple partner reports. Below is a brief explanation of how to use the CSP for this step, which requires an internet connection; for a more thorough explanation on how to use the CSP, please access the CSP User's Guide[13] or attend a CSP training event.

Administrators can upload their scores individually or in bulk through the platform once an account has been developed for the partner. When using the CSP, verify that all entities that participated in the GPI exercise, including the administrator and government agency, are in the CSP and that their information is up to date. If not, now is the

[12] See www.capacitysolutionsplatform.com for more information about the CSP and to request a demo, if you do not already have an account. Users will need to be granted permission to access the platform and create an account.

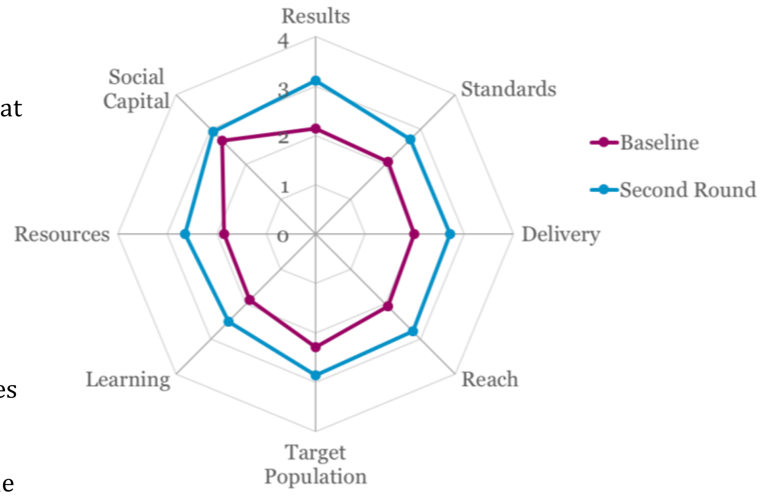
[13] http://www.pactworld.org/library/capacity-solutions-platform-manual-pact-partners

time to verify, collect, and correct partner information. If you plan to upload bulk data, you will need to first download the GPI template in MS Excel from the CSP and enter into the template the final GPI scores for government partners. Once the data is entered into the template, open the GPI tab in the CSP and select "Import." Then, upload the MS Excel file. Once the data is uploaded, review the information in the platform to ensure accuracy.

GPI scores are presented per sub-domain in whole numbers (1, 2, 3, and 4). Domain scores are calculated by averaging the two sub-domains, and an overall GPI score is calculated by averaging domain scores. Hence, domain and overall scores can be a fraction of a whole number.

If you are not using the CSP to tabulate your GPI data, you can use the data collection forms to calculate individual partner scores. If administrators have many partners, we recommend using a database to capture, calculate, and store GPI data.

Step 4: Data analysis



Pact's CSP prepares simple partner-level reports that present GPI data using spider graphs. These graphs highlight the eight sub-domains and time series data, as in the graph at the right. The CSP dashboard, available to CSP administrators, displays data at various levels, including at an administrator level (i.e., for all partners), year, and country. Additionally, government partners have access to a simplified CSP dashboard that displays the government partner's annual GPI scores anonymously, benchmarked against other government partners who have completed GPIs in similar contexts. The reports and dashboards enable administrators and partners to quickly identify results and trends in scores over time and across contexts.

Government agencies and administrators can ask several quantitative and qualitative questions to help understand the GPI results. The following are suggestions for analyzing an individual agency's scores.

- What are the scores for each sub-domain, each domain, and the overall GPI?
- Which domains and sub-domains demonstrate the highest and lowest performance?
- How does the agency's GPI scores compare to others in its cohort?[14]
- Which domains and sub-domains improved, decreased, or are unchanged from previous years' GPIs?
- If the agency has multiple years of data, are there patterns in how it has improved over time?
- What external factors may have influenced changes in performance?
- Is there a link between the agency's GPI scores and any of the agency's characteristics listed on the first page of the GPI Data Collection Form, such as length of partnership with the GPI administrator, primary function area, CD services received, annual operating budget, or number of full time staff?

You may want to understand how the agency's scores compare to other agencies in the country, other agencies supported by the same project or similar projects run by your organization (to examine and vet CD interventions), or other like agencies in the region. This level of analysis can help identify trends in performance over time or across types (e.g., agency size, function, location) of government partners. It also enables administrators and CD providers to examine and vet their own interventions. Some additional questions for analyzing scores at this level are as follows.

- In which domains and sub-domains are agencies improving their performance more quickly?
- In which domains and sub-domains are agencies' performance relatively unchanged?
- Are there patterns in how performance has improved? What are they?
- Have any external factors influenced change in the agencies' performance? What could these be?
- Which CD interventions have led to the greatest positive changes in the various agencies? Which have affected little or no positive changes?
- How have project activities contributed to improved agencies' performance?

[14] Cohorts typically include other government partners that have completed a GPI in the same country, region, project, or program.

- How might project activities be tailored to support improved performance?

Step 5: Data use

Data analysis is by no means the last step in this process. For a GPI exercise to be truly meaningful and effective, the results should be used to build agencies' capacity and improve their performace. The use of the GPI does not in itself result in performance change; rather, how the government partner and administrator choose to use the data can lead to changes.

We recommend several tools and methods to help GPI administrators and government agencies put GPI results to good use. Note that some of these will require advanced planning before carrying out the GPI process, especially integrating the GPI into another assessment process. But, there are many benefits to this integration, including cost and time savings.

- **Incorporate the analysis into strategic, program, and protocol implementation planning exercises.** For example, using identified trends in partner performance may help your organization select the best qualified partners to help implement programs or to select those partners most in need of CD support services. GPI data also may help administrators pinpoint geographic locations for further investment.
- **Government agencies use GPI results to track their own performance.** For example, the national- or provincial-level government may review local government results and use them to guide planning and performance management conversations with subordinate offices.
- **As GPI scores increase, use results to leverage funds from other relevant government agency.** For example, agencies can incorporate their scores or changes in scores over time into briefings, pamphlets, presentations, proposals, and budget funding requests to demonstrate a need for increased funding in a certain area because of the agency's proven successes in that area or its need to improve in that area.
- **Administrators use GPI results and analysis to support project planning and adaptation or reporting to funders.** For example, results may help projects pinpoint intervention priorities, establish a need for additional funding for a certain initiative, or demonstrate success in its CD activities.

Pact carries out research using the GPI and uses results for a number of initiatives. Annually, Pact collects GPI data from its government partners globally to report to donors and other stakeholders in an annual publication called *Measuring Pact's Mission*.[15] These reports help Pact quickly quantify its global footprint in CD and organizational performance improvement. Pact also uses this data to better understand the relationship between CD interventions and organizational performance.

[15] *Measuring Pact's Mission* and other pertinent organizational data can be found at http://www.pactworld.org/our-results.

Government Performance Index Tool

	Level 1	Level 2	Level 3	Level 4
Effective				
Results				
Criteria	The agency is in the process of developing targets for its programs and services.	The agency has set clearly defined output- and outcome-level targets for its programs and services.	The agency has met more than 50% of output- and outcome-level targets for its programs and services.	The agency has met more than 75% of output- and outcome-level targets for its programs and services. A system is in place for monitoring the targets for services provided to constituents by private and non-profit service providers.
Evidence	• Agency self-identifies as Level 1 or no evidence exists	• Completed performance management or monitoring and evaluation plan that includes clearly defined outcomes, targets, indicators, and measurement tools	• Completed monitoring spreadsheet or database showing that the agency has met at least 50% of output-and outcome-level targets • Written procedures for ensuring data quality that meet the expectations of the administering entity's monitoring and evaluation staff	• Completed monitoring spreadsheet or database showing that the agency has met at least 75% of output- and outcome-level targets • Completed data quality audit verifying the quality of output and outcome data • Written evidence of a system for monitoring services provided by private sector and non-profit providers, such as clear targets, data collection tools, spreadsheet/database

	Level 1	Level 2	Level 3	Level 4
Effective				
Standards[16]				
Criteria	The agency is building awareness of national and international standards and/or is in the process of developing internal standards that govern its programs and services.	The agency is taking clear steps toward achieving the national and international standards that govern its programs and services.	The agency has achieved national and international standards that govern its programs and services and encourages other organizations operating under its jurisdiction to identify and meet relevant standards.	The agency consistently meets existing standards that govern its programs and services and has supported those organizations operating under its jurisdiction to do the same. Information is fed back into the government system for review and improvement of existing standards.
Evidence	• Agency self-identifies as Level 1 or no evidence exists	• Relevant technical standards that the agency is working toward that are consistent with national and international standards • A plan for staff training, monitoring, and/or procedures that indicates that the agency is taking steps to implement standards.	• External evidence concluding that the agency has met relevant standards, such as an evaluation or certification from a recognized body • A plan for supporting other entities operating under the agency's jurisdiction to meet relevant standards	• Multiple instances of external evidence, such as an evaluation or certification from a recognized body, collected over a period of at least two years that conclude that the agency has met and continues to meet relevant standards • Repeat examples of documented support to and monitoring of the application of quality standards by other entities operating under their jurisdiction • Evidence that information collected is fed back into the government system and used to review and improve quality standards

[16] Examples of standards include, among other national and international guidelines: Pact's Capacity Development Gold Standards, Pact's Standards for Programs Serving Vulnerable Children, PEPFAR's Guidance for Orphans and Vulnerable Children Programming, WHO's Child Growth Standards, WHO's Guidelines for Drinking Water Quality, CDC's Guidelines for Infection Control, DAC's Quality Standards for Development Evaluation, Sphere Project's Humanitarian Charter and Minimum Standards in Humanitarian Response, USAID's Youth in Development/Youth Policy, USAID's Gender Equality and Female Empowerment Policy, USAID's Building Resilience to Recurrent Crisis Policy and Program Guidance, World Bank's Safeguard Policies.

	Level 1	Level 2	Level 3	Level 4
Efficient				
Service Delivery				
Criteria	The agency is developing a written operational or work plan that describes how programs and services will be delivered.	The agency has a written operational or work plan that describes how programs and services will be delivered. The plan includes the agency's role in coordinating, managing, monitoring, and reporting on service delivery.	The agency has successfully completed more than 75% of the programs and services in its operational or work plan on time and on budget.	The agency has successfully completed more than 90% of the programs and services in its operational or work plan on time and on budget. At least 75% of services delivered to constituents by affiliated non-state actors also are on time and on budget.
Evidence	• Agency self-identifies as Level 1 or no evidence exists	• Copy of the agency's written operational or work plan • Activities described in work plan are clear, include a budget and timeline, and are assigned to a responsible person or unit • Activities in work plan are both relevant and sufficient to deliver programs and services	• Copy of the agency's quarterly report (or similar) that includes a review of the work plan that indicates that at least 75% of programs and services are on time and on budget • Evidence of an internal verification process in support of this data, such as meeting minutes or a report	• Copy of the agency's quarterly report (or similar) that includes a review of the work plan that indicates that at least 90% of programs and services are on time and on budget • Copy of the agency's quarterly report (or similar) that includes a review of the work plan that indicates that at least 75% of programs and services delivered by affiliated non-state actors are on time and on budget • Evidence of an internal verification process in support of this data, such as meeting minutes or a report

	Level 1	Level 2	Level 3	Level 4
Efficient				
Coordination				
Criteria	The agency is learning about the value of networking and is considering potential partnerships.	The agency participates in recognized local networks that are relevant to its programs and services.	The agency convenes recognized local networks that are relevant to its programs and services. The agency is able to demonstrate partnership and engagement with civil society organizations, private sector, and other government agencies through work plans, established targets and benchmarks, and designated deliverables.	The agency convenes recognized local networks that are relevant to its programs and services. These networks are able to demonstrate tangible results at the community level. The agency is able to demonstrate partnership and engagement with civil society organizations, private sector, other government agencies, and some international stakeholders.
Evidence	• Agency self-identifies as Level 1 or no evidence exists	• Membership list from local networks whose theme is relevant to the agency's work • Minutes or other documents from at least two local networks that clearly identify the agency as an active participant within the network	• Guiding documents and recurring minutes from at least two local networks that clearly identify the agency as convener of the network • Guiding documents (e.g., letter of commitment, joint project documents) that demonstrate the existence of a partnership with at least one civil society organization, private sector group, or government agency and that include clearly defined goals/targets • Positive references from civil society, for-profit, and government partners	• Documented network goals, monitoring mechanisms, and results • Documented procedures for ensuring data quality. • Guiding documents (e.g., letter of commitment, joint project documents) that demonstrate the existence of a partnership with at least two international stakeholders and that include clearly defined goals/targets • Positive references from international partners

	Level 1	Level 2	Level 3	Level 4
Relevant				
Constituents				
Criteria	The agency is considering engaging in participatory planning and decision-making processes that involve civil society and constituents.	The agency engages in participatory planning and decision-making processes that involve civil society and constituents.	The results of participatory planning and decision-making processes involving civil society and constituents have been used to inform programs and services.	The results of participatory planning and decision-making processes involving civil society and constituents are consistently used to inform programs and services. Civil society and constituents are engaged in the delivery of programs and services, and client/customer feedback is used to improve quality.
Evidence	• Agency self-identifies as Level 1 or no evidence exists	• Minutes or reports from participatory planning meetings • Attendance list showing involvement of representatives from civil society and all major constituent populations • Budgets include funds for community participatory meetings	• An example of the agency's work plan that incorporates the conclusions from participatory planning meetings	• Examples of at least three of the agency's work plans from the last two years that incorporate the conclusions from participatory planning meetings • Organizational reports that detail how members of the target population are engaged in delivering programs and services • Documented feedback mechanism with evidence of use

	Level 1	Level 2	Level 3	Level 4
Relevant				
Learning				
Criteria	The agency is developing processes for analyzing the successes and challenges that arise from its programs and services.	The agency has a process for analyzing the successes and challenges that arise from its programs and services.	The agency has institutionalized a process for analyzing the successes and challenges that arise from its programs and services and consistently makes changes based on results.	The agency uses its analyses to influence change in the programs and services of others at the national and/or international level through presentations, training, and/or publications. The agency also has established feedback loops with civil society, private sector, and clients.
Evidence	• Agency self-identifies as Level 1 or no evidence exists	• Written documentation of a procedure for analyzing the successes and challenges arising from programs and services • Minutes from meetings or similar proof that the procedure has been followed on at least one occasion	• Minutes from meetings or similar proof that the procedure for analyzing successes and challenges has been followed on at least three occasions within the last two years • Strategic or operational plans that include improved ways of performing products or services as a direct result of the analysis process	• Evidence of at least three separate efforts within the last two years to influence others by sharing the results of programmatic analyses, such as in the form of workshop materials, publications, and presentations • Content of materials must map to program findings and results, demonstrating that the agency used the learning to make positive changes to its products or services

	Level 1	Level 2	Level 3	Level 4
Sustainable				
Financial Stewardship				
Criteria	The agency is considering developing a publicly available budget through a transparent process.	The agency's budget is developed through a transparent process and is publicly available.	The agency's budget is developed through a transparent process and is publicly available. 90% of financial resources are allocated according to the budget.	The agency's budget is developed through a transparent process and is publicly available. 90% of financial resources are allocated according to the budget. The agency has succeeded in leveraging at least 10% additional budget support from central government and/or other sources for issues that have been identified as key priorities.
Evidence	• Agency self-identifies as Level 1 or no evidence exists	• A comprehensive, written budget exists and is freely shared with the public • Process for developing budget is clearly documented • Written evidence of direct engagement with diverse stakeholders during the budget development process, such as meeting minutes	• Process for expenditure tracking is in place • Documented comparison (e.g., spreadsheet, dashboard, publication) of actual and planned expenditures showing that 90% of resources are allocated according to budget	• List of key priorities identified in advance • Proof of receipt of leveraged budget linked to pre-identified priorities • Budget received must represent at least 10% of total agency budget

	Level 1	Level 2	Level 3	Level 4
Sustainable				
Environmental Stewardship				
Criteria	The agency understands the importance of assessing environmental impacts and is learning about the potential environmental impacts from the kinds of programs and services it offers.	The agency has completed a high-level assessment of the environmental impacts of its major programs and services.	The agency has completed a high-level assessment of the environmental impacts of its major programs and services and has a management plan in place to address any identified negative impacts.	The agency has completed a high-level assessment of the environmental impacts of its major programs and services and has a management plan in place to address any identified negative impacts. Regular monitoring is conducted, and a mechanism is in place to address any challenges as they arise.
Evidence	• Agency self-identifies as Level 1 or no evidence exists	• Documentation of assessment results • Assessments cover multiple programs and services	• Budgeted environmental management plan that adequately addresses identified negative impacts is in place	• Proof of environmental monitoring of ongoing projects, in alignment with environmental management plans • Documented evidence of challenges and concerns and the processes to mitigate these, such as meeting minutes, reports, or operational plan

GPI Data Collection Form

Country: ______________________________ **Date scoring completed:** ______________________________

Name of government agency: ______________________________

Type of the partner: ❑ Sub-national government department/agency ❑ National government department/agency

Leadership: Is the agency woman-led? ❑ Yes ❑ No

Size of agency (approximate number of staff): ❑ 0–2 ❑ 3–10 ❑ 11–25 ❑ 26–100 ❑ 101–1,000 ❑ 1,001+

Annual budget (approximate in USD): ❑ 0 ❑ 1 –1,000 ❑ 1,000–10,000 ❑ 10,000–100,000 ❑ 100,000–1,000,000 ❑ 1,000,000+

Age of agency (in years): ❑ <1 ❑ 1–5 ❑ 5–10 ❑ 10–20 ❑ 20–50 ❑ 50+

Number of beneficiaries (approximate number of people reached through work):
❑ 1–100 ❑ 100–1,000 ❑ 1,000 ❑10,000 ❑ 10,000–100,000 ❑ 100,000–1,000,000 ❑ 1,000,000+

Partner's prevailing impact area: ❑ Health ❑ Livelihoods ❑ Natural resources management ❑ Governance ❑ Other: ______________

Length of partnership with administering organization: ❑ Less than 1 year ❑ 1–3 years ❑ More than 3 years

Data collection method: ❑ Bronze ❑ Gold

Types of capacity development support provided by administering entity: ❑ Sub-grant ❑ Consultancy services
❑ Training/workshops ❑ Mentoring/coaching ❑ Information/resource referral ❑ Peer learning ❑ None

Project name and code through which support is provided:[17] ______________________________

[17] Some organizations, like Pact, may want to reference the specific project and associated billing code through which the GPI is carried out and CD support is provided. This space serves as a prompt and placeholder for this information. If your organization does not track its work in this way, feel free to leave this space blank.

1. Effectiveness

1a. Results	Briefly describe the evidence that supports the level choice
Level 1: The agency is in the process of developing targets for its programs and services. **Level 2:** The agency has set clearly defined output- and outcome-level targets for its programs and services. **Level 3:** The agency has met more than 50% of output- and outcome-level targets for its programs and services. **Level 4:** The agency has met more than 75% of output- and outcome-level targets for its programs and services. A system is in place for monitoring the targets for services provided to constituents by private and non-profit service providers.	
Choose the level:	

1b. Standards	Briefly describe the evidence that supports the level choice
Level 1: The agency is building awareness of national and international standards and/or is in the process of developing internal standards that govern its programs and services. **Level 2:** The agency is taking clear steps toward achieving the national and international standards that govern its programs and services. **Level 3:** The agency has achieved national and international standards that govern its programs and services and encourages other organizations operating under its jurisdiction to identify and meet relevant standards. **Level 4:** The agency consistently meets existing standards that govern its programs and services and has supported those organizations operating under its jurisdiction to do the same. Information is fed back into the government system for review and improvement of existing standards.	
Choose the level:	

2. Efficiency

2a. Service Delivery	Briefly describe the evidence that supports the level choice
Level 1: The agency is developing a written operational or work plan that describes how programs and services will be delivered. **Level 2:** The agency has a written operational or work plan that describes how programs and services will be delivered. The plan includes the agency's role in coordinating, managing, monitoring, and reporting on service delivery. **Level 3:** The agency has successfully completed more than 75% of the programs and services in its operational or work plan on time and on budget. **Level 4:** The agency has successfully completed more than 90% of the programs and services in its operational or work plan on time and on budget. At least 75% of services delivered to constituents by affiliated non-state actors also are on time and on budget.	
Choose the level:	

2b. Coordination	Briefly describe the evidence that supports the level choice
Level 1: The agency is learning about the value of networking and is considering potential partnerships. **Level 2:** The agency participates in recognized local networks that are relevant to its programs and services. **Level 3:** The agency convenes recognized local networks that are relevant to its programs and services. The agency is able to demonstrate partnership and engagement with civil society organizations, private sector, and other government agencies through work plans, established targets and benchmarks, and designated deliverables. **Level 4:** The agency convenes recognized local networks that are relevant to its programs and services. These networks are able to demonstrate tangible results at the community level. The agency is able to demonstrate partnership and engagement with civil society organizations, private sector, other government agencies, and some international stakeholders.	
Choose the level:	

3. Relevance

3a. Constituents	Briefly describe the evidence that supports the level choice
Level 1: The agency is considering engaging in participatory planning and decision-making processes that involve civil society and constituents. **Level 2:** The agency engages in participatory planning and decision-making processes that involve civil society and constituents.	

Level 3: The results of participatory planning and decision-making processes involving civil society and constituents have been used to inform programs and services. **Level 4:** The results of participatory planning and decision-making processes involving civil society and constituents are consistently used to inform programs and services. Civil society and constituents are engaged in the delivery of programs and services, and client/customer feedback is used to improve quality.	
Choose the level:	

3b. Learning	Briefly describe the evidence that supports the level choice
Level 1: The agency is developing processes for analyzing the successes and challenges that arise from its programs and services. **Level 2:** The agency has a process for analyzing the successes and challenges that arise from its programs and services. **Level 3:** The agency has institutionalized a process for analyzing the successes and challenges that arise from its programs and services and consistently makes changes based on results. **Level 4:** The agency uses its analyses to influence change in the programs and services of others at the national and/or international level through presentations, training, and/or publications. The agency also has established feedback loops with civil society, private sector, and clients.	
Choose the level:	

4. Sustainability

4a. Financial Stewardship	Briefly describe the evidence that supports the level choice
Level 1: The agency is considering developing a publicly available budget through a transparent process. **Level 2:** The agency's budget is developed through a transparent process and is publicly available. **Level 3:** The agency's budget is developed through a transparent process and is publicly available. 90% of financial resources are allocated according to the budget. **Level 4:** The agency's budget is developed through a transparent process and is publicly available. 90% of financial resources are allocated according to the budget. The agency has succeeded in leveraging at least 10% additional budget support from central government and/or other sources for issues that have been identified as key priorities.	
Choose the level:	

4b. Environmental Stewardship	Briefly describe the evidence that supports the level choice
Level 1: The agency understands the importance of assessing environmental impacts and is learning about the potential environmental impacts from the kinds of programs and services it offers. **Level 2:** The agency has completed a high-level assessment of the environmental impacts of its major programs and services. **Level 3:** The agency has completed a high-level assessment of the environmental impacts of its major programs and services and has a management plan in place to address any identified negative impacts. **Level 4:** The agency has completed a high-level assessment of the environmental impacts of its major programs and services and has a management plan in place to address any identified negative impacts. Regular monitoring is conducted, and a mechanism is in place to address any challenges as they arise.	
Choose the level:	

Example GPI Budget

The following budget is an example for a three-year-long project. Administrators are not required to follow this budget. Adjust as necessary for your project's or organization's needs.

Budget line item	Unit cost ($)	Year 1 cost ($)	Year 2 cost ($)	Year 3 cost ($)	Total cost ($)
Venue rental	0 per event	0	0	0	**0**
Facilitator transportation	100 per trip	200	200	200	**600**
Facilitator M&IE	40 per day	80	80	80	**240**
Facilitator accommodation	85 per day	170	170	170	**510**
Lunch and refreshments per participant	15 per day	300	300	300	**900**
Training materials and supplies per participant	3 per event	60	60	60	**180**
CSP training	130 per event	130	130	130	**390**
Translation of OPI and training materials	300	300	0	0	**300**
Total		**$1,240**	**$940**	**$940**	**$3,120**

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