

## ***AFI Program Performance Management***

OCS and a group of AFI grantee leaders have collaborated closely to develop a set of performance measures for the AFI program, plus a series of performance indicators that OCS and grantees can use to manage their day-to-day work to ensure success of the AFI program as well as each AFI project.

This section of the AFI web page provides background information on performance management strategies. Readers will find background information about the underlying theory and general strategies for using performance management techniques as well as more detailed descriptions of a new performance management framework that OCS and grantee can use for AFI.

[Background Information: The Power of Performance Management](#) - A brief primer on performance management. What do we mean by performance management? Why should we use it to manage the AFI program and individual AFI projects? Definitions of important terms.

[Background Information: A Performance Management Framework](#) - Illustrates and describes the connections between the program-wide goals and outcomes, and performance indicators. Provides a basic description of the framework that OCS and grantees developed for AFI.

[Details: The AFI Performance Management Initiative](#) - An overview of the process OCS used and is continuing to use in collaboration with grantee leaders to develop and refine a workable and effective performance management framework for AFI.

[Details: The AFI Performance Management Framework](#) - Displays the AFI program performance management framework. It gives more information about the framework, including how to interpret and use the framework for management, resource allocation and telling the AFI story. The framework displays the 25 grantee- and OCS-level indicators. It explains how they all fit together and influence the expected outcomes and goals of the AFI program

## ***AFI Performance Management Initiative***

OCS and a group of leading AFI grantees have collaborated to establish a set of expected outcomes and a series of performance indicators for AFI.

The statements of expected outcomes and the performance indicators can be useful for every grantee. Grantees can use this information to tell the AFI story and assist in managing day-to-day in the field. OCS can use them to identify best practices, spot areas for improvement, and to help focus training and technical assistance.

## ***Expected Outcomes for the Overall AFI Program***

The expected outcomes highlight the fundamental results that the public can expect from the program overall. They are as follows:

### **Expected Outcome A**

Increase in the amount of annual AFI IDA savings participants use for an asset purchase.

### **Expected Outcome B**

Increase in the number of participants who withdraw funds for an asset purchase.

### **Expected Outcome C**

The degree to which participants improve their economic situation, measured by income, net worth, and asset retention at two and five years after the asset purchase. (OCS is working to develop a methodology for collecting the best information for this expected outcome.)

### **Expected Outcome D**

Increase in the ratio of AFI IDA savings to cost of project services supported with AFI grant funds at the end of years one and five of the project.

## ***AFI Performance Indicators***

In addition to the statements of the expected outcomes, OCS and the grantee group also established a series of 25 key measures that OCS and individual grantees can use for day-to-day management. The indicators are rooted in activities and tasks that every AFI grantee performs when implementing their AFI project. When a grantee uses indicators to measure the impact they are having, they are in a better position to know exactly where they are doing well and where they need improvement. For example, they can better spot where they may need more staff or more resources to have a higher performing AFI project.

The AFI performance indicators include several that OCS is using in its day-to-day

management of its staff. These indicators help OCS track the quality of services provided to all AFI grantees.

Each of the AFI performance indicators is tied to one of four categories of fundamental program activities.

**Key Activity #1**

Participant Recruitment and Management of IDA Savings/Withdrawals and Purchases

**Key Activity #2**

Participant Training and Counseling

**Key Activity #3**

Timely Awarding of Grants and Effective and Responsive Grantee Support

**Key Activity #4**

Timely and Accurate Program Reporting and Monitoring

***Process Used for Developing Management Targets for the AFI Performance Indicators***

OCS and the grantee group have established a five-step process for setting management targets for each of the series of performance indicators, as follows:

1. **Analyze the data** – OCS reviews and analyzes data AFI grantees submit for the annual data report. It reviews the data for trends, identifying what the "typical" grantee reported at the end of each project year. OCS also examines data reported by a small number of "best practice" grantees.
2. **Develop Options** – Based upon this analysis, OCS develops two or three options for annual and overall targets for each indicator.
3. **Target Setting Discussions** – OCS presents the data, its analysis, and several options to the AFI grantee leader group for reactions, input and suggestions.
4. **Finalize the Targets** – Based upon the group's input, OCS adjusts the targets and finalizes them. To date, OCS has used this process for establishing initial targets for five performance indicators.
5. **Assist Grantees with Using the Indicators** – OCS will provide training and technical assistance to grantees on using the indicators for program management.

OCS is continuing with the target setting process with plans to establish initial targets for all 25 indicators within the coming months. All interested grantees are welcome to participate in the target setting discussions with OCS.

## ***Generalized Framework Components***

Attached illustration A shows the core elements of the new framework for AFI performance management. It is presented here to familiarize grantees with the framework's elements and to show relationships between the elements.

The framework is designed to ensure that OCS and grantees focus their attention, resources and management expertise on achieving the AFI program-wide expected outcomes. The outcome statements are what OCS reports to Congress, the Administration's budget office, and the public about the status of the AFI program. Because they are so important, the program-wide expected outcomes are given the most prominent place on the framework – across the top!

Each category of key activities and tasks that support the expected outcomes is represented by a column located under the outcome statements. Each column contains individual indicators for which targets are set and program data are collected and analyzed. Grantees can use these indicators in day-to-day management of their AFI projects, and OCS can use them for ensuring that grantees are succeeding.

Finally, the conceptual framework shows special initiatives that OCS is managing and supporting to help grantees achieve their program goals. OCS sponsors these initiatives to enable grantees to improve performance. As grantees provide more and more improvements in their performance of key activities, the overall program outcomes will improve.

- 1) **Expected Outcomes** – The framework helps OCS and grantees focus attention and effort on the program's fundamental goal and expected outcomes overall. The outcomes are displayed across the top of the framework diagram. All activities and initiatives are designed to improve these outcomes.
- 2) **Program Activities** – The framework highlights the fundamental program activities and tasks for which grantees and OCS are responsible. Each category of activity is represented by a column that supports the expected outcome statements. The illustration shows columns for two fundamental activities.
- 3) **Performance Indicators** – Each activity category is composed of a number of functions and tasks. The framework includes "performance indicators" for each of these functions and tasks. The number of performance indicators varies from activity category to activity.

## ***New AFI Performance Management Framework***

Attached Illustration B shows the new AFI performance management framework.

The framework focuses specifically on the overall AFI goal: Increasing family stability and self-sufficiency through the accumulation of assets using a matched savings / investment program.

Statements of the expected outcomes developed by OCS and grantees are shown across the top of the framework. The four columns below the statements of expected outcomes illustrate the fundamental tasks and activities that grantees perform in their implementation of their AFI project. They contain statements of 25 performance indicators.

OCS and grantees have set initial targets for five indicators:

- **Indicator 1A** – The number of AFI project participants who complete their overall asset purchase.
- **Indicator 1B** – The number of people engaging in program activities that prepare them to enter into the savings program.
- **Indicator 1C** – The number of IDAs opened.
- **Indicator 2A** – The number of AFI IDA participants who complete economic skills classes.
- **Indicator 2B** – The average number of AFI IDA participants who complete at least 2 hours of asset specific training.

Along the bottom of the framework are six initiatives that the AFI program is implementing to enhance performance. These initiatives feed into the performance indicators, tracking how the funds invested in the new initiatives are related to program outcomes.