



Performance Assessment & Analysis (PAAx) Certificate Program

PROGRAM DESCRIPTION

For decades KNO/IFNAE have been at the forefront of implementing rigorous and effective performance improvement methodologies in capacity building programs for a variety of donor-funded international development initiatives worldwide. A paramount element of their success has been the initial performance assessment conducted to diagnose institutional needs, determine root causes and define recommended solutions. After replicating their success with a variety of stakeholders across many countries and continents to conduct these assessments, KNO/IFNAE have refined their approach, methods, and tools to form the foundation for a rigorous certification program.

PAAx Certification Levels

PAAx Specialist

- Five (5) webinars across a 3 week period (or a 2-day workshop if face-to-face delivery is chosen)
- Four (4) hours of review and feedback provided to support participant completion of an assessment plan
- Complimentary copy of our latest book [*Performance Assessment and Analysis: Development Solutions for Worthy Results*](#)
- Evaluated based on strict criteria for an accomplishment-based assessment plan
- Prerequisite for PAAx Analyst certification

PAAx Analyst

- One (1) webinar
- Sixteen (16) hours of individual project-based coaching by program facilitators as participants complete their Performance Analyst project (typically a 2-3-month period)
- Four (4) hours of review and feedback provided to support participant completion of assessment and reporting
- Participants are supported by accomplishment-based plans under the supervision of program facilitators
- Participants prepare a final assessment report (case study)
- Participants may be selected to brief the project at a professional conference

Why Attend?

This program provides you with a clear rationale and process for planning and implementing an organizational performance assessment with international development partners that delivers clear and compelling evidence for the selection of the most effective performance improvement interventions.

- Performance-based workshop designed and delivered by experienced practitioners in international development contexts and researchers in performance improvement
- Based on empirical research, this program provides proven tools and techniques that will get you the required results
- Immerses you into a systemic/holistic view on organizational performance assessments
- Organized around an applied practitioner approach – successful with major donor organizations and programs
- Delivers a set of tools you can use immediately
- Focuses on organizational results and strategic alignment
- Have fun in an interactive environment, learn with and from your peers, and establish a long-standing community of practice with colleagues

Certification Skill Sets

Introduction to PAA	The PAA Process	Planning Your PAA	Collecting Performance Data	Analyzing & Interpreting Performance Data	Recommendations & Reporting	Monitoring & Achieving Impact
<ul style="list-style-type: none"> • Performance Orientation • System Perspective • Performance Assessment defined (compare/contrast to other assessment approaches) • Guiding Performance Models (guiding framework for assessment) • Link between performance assessment and solutions 	<ul style="list-style-type: none"> • Establish relationships and define scope • Identify performance metrics and targets • Identify current status and estimating gaps • Identify performance factors • Recommend Solutions 	<ul style="list-style-type: none"> • Engaging stakeholders in the process • Setting a clear agenda for the performance assessment • Conducting an initial high-level institutional scan • Reviewing historical /contextual data • Identifying critical communication flows and networks • Deriving a methodological plan 	<ul style="list-style-type: none"> • Ensuring your data collection renders useful data throughout • Adjusting your data collection plans and tools as required • Using initial interpretation of findings for follow up data • Using guiding frameworks (performance models) to ask follow up questions 	<ul style="list-style-type: none"> • Analyzing and interpreting throughout • Determining findings of fact to identify gaps and using performance models for interpretation • Conducting causal analysis (linking gaps to performance factors) • Using performance factors to identify solution alternatives (linking performance factors to solutions) 	<ul style="list-style-type: none"> • Deriving critical criteria for selection, implementation, and success • Prioritizing solutions • Clarifying coordination and relationships of performance solutions • Confirm reporting requirements and audiences • Producing useful performance assessment reports 	<ul style="list-style-type: none"> • Designing your M&E framework • Alignment to Performance Assessment Indicators • Monitoring progress, making adjustments, and confirming impact • Continuous Improvement and Sustainability

PAAx Specialist Program Overview

Module 1: Mapping the Landscape

- Improving results in international development
- Why performance analysis & assessment (PAA)?
 - What is a performance orientation and how is it different from conventional assessments?
 - A system perspective
- Who are your stakeholders and how do you establish successful relationships with them?

Module 2: Planning a PAA

- A Participatory Approach: Engaging Stakeholders in the PAA process
- Ensuring Strategic Alignment: Conducting Environmental Scans
- Defining scope and developing plans

Module 3: Collecting Useful Data

- Ensuring the data you collect is useful
- When and how to adjust your data collection plans and tools
- First Link to Analysis: Using performance frameworks to ask follow up questions

Module 4: Making Sense of the Data: Analysis & Interpretation

- Integrating analysis throughout the PAA
- Defining gaps and contributing root causes
- Using root causes to inform solution selection

Module 5: Influencing Decisions and Actions

- Key factors for developing a credible and compelling report
- Criteria for editing your report
- Common pitfalls to avoid
- *Tools will be provided and used throughout*

Award of Credential

The work of all participants will be observed and evaluated by qualified KNO/IFNAE faculty according to the established criteria for each certification level. Those successfully meeting the credential criteria will be approved for the award of an International Society for Performance Improvement (ISPI) certified PAAx credential as either Specialist or Analyst.



ISPI Recertification Credits

Successful Completion of the PAAx Specialist provides a case for one of the required projects for certification covering the first four standards. Achieving the Analyst credential provides a case demonstrating all ten standards.

Completion of either the PAAx Specialist or Analyst certifications earns each participating Certified Performance Technologist (CPT) 12 points for continuing education for recertification.

WEB: <https://www.ifnae.com/courses/paax-certificate/>

EMAIL: paax@ifnae.com