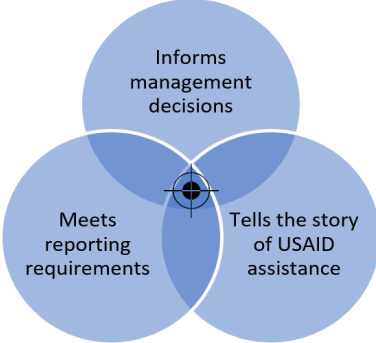


Figure 1: This figure is taken from the USAID/Vietnam Performance Management Plan (PMP) and describes the IMPROVE Performance Management Principles in more detail.

| USAID/VIETNAM IMPROVE Performance Management Principles | |
|--|---|
| <p><u>I</u>nstitute strong performance management by first having strong designs.</p> <p>We will ensure strong designs are the basis of strong performance management. A strong design should clarify the intended change/key results that are anticipated and identify learning priorities that need further exploration during implementation. USAID/Vietnam will continue focusing on strong theories of change that drive performance management expectations, contributing to better implementation and, ultimately, results.</p> | |
| <p><u>M</u>eet users' needs.</p> <p>PMP users need to manage performance of awards and projects, report progress to other stakeholders, and tell the story of USAID/Vietnam's assistance. These needs are varied and often serve different audiences. This PMP has been designed to address these needs and invest most heavily in approaches that enable users to meet all three needs simultaneously. Meeting user needs also means understanding what level of rigor is required of information and the best timing to generate learning in order to make use of it.</p> | <p><i>Users need knowledge that:</i></p>  <p>A Venn diagram consisting of three overlapping light blue circles. The top circle is labeled 'Informs management decisions'. The bottom-left circle is labeled 'Meets reporting requirements'. The bottom-right circle is labeled 'Tells the story of USAID assistance'. All three circles overlap in a central area, which is marked with a small black crosshair.</p> |
| <p><u>P</u>romote a spirit of curiosity and continuous improvement.</p> <p>Learning works when there is a genuine openness to new information and multiple perspectives. Staff from all levels will be encouraged to remain open and actively listen to colleagues, both within the Mission and outside. The Mission will bring in experienced external facilitators and build the capacity of staff who want to facilitate continuous learning and improvement. Facilitators will use adult learning principles, ensure engaging, participatory, and effective sessions.</p> | |
| <p><u>R</u>eflect and make meaning of our knowledge in order to use it.</p> <p>It is not enough to produce monitoring data or conduct evaluations or other analyses. In order to use knowledge generated, users must internalize that learning so they can take decisions and actions based on it. USAID/Vietnam will make time for this important step of internationalization by synthesizing information, providing it in easy-to-digest ways for stakeholders, and investing in pause and reflect sessions to make sense of information and inform decisions.</p> | |
| <p><u>O</u>utcomes over outputs.</p> <p>USAID/Vietnam has selected meaningful outcome indicators so that performance monitoring can inform management decisions. It is worth noting that most IPV indicators and F indicators are output indicators. For this reason, the Mission has designed some custom outcome indicators to better meet management information needs and will use best-fit qualitative methods to get at hard-to-measure outcomes.</p> | |

View adapting as a sign of success.

In some circles, adapting is perceived as course-correcting; the implication then is that the team was “wrong” before. USAID/Vietnam commits to celebrating adaptations as a sign that a team’s management practices are working; they now know what they did not know before, took the time to learn to inform decisions, and figured out how to make changes that make USAID’s assistance more effective.

Engage local stakeholders in our learning and adapting efforts.

To both raise the expert power of USAID and inform others’ development efforts, USAID will readily engage local stakeholders, particularly GVN counterparts, in making meaning of evidence generated to inform decisions. This also means that USAID/Vietnam and partners will prioritize having routine feedback loops to understand local perspectives. The Most Significant Change (MSC) methodology will enable this intentional approach to feedback. Reflection sessions will value Vietnamese voices, including Foreign Service National staff within the Mission and other local stakeholders.