



The Baldrige Model for Performance Excellence

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Outline

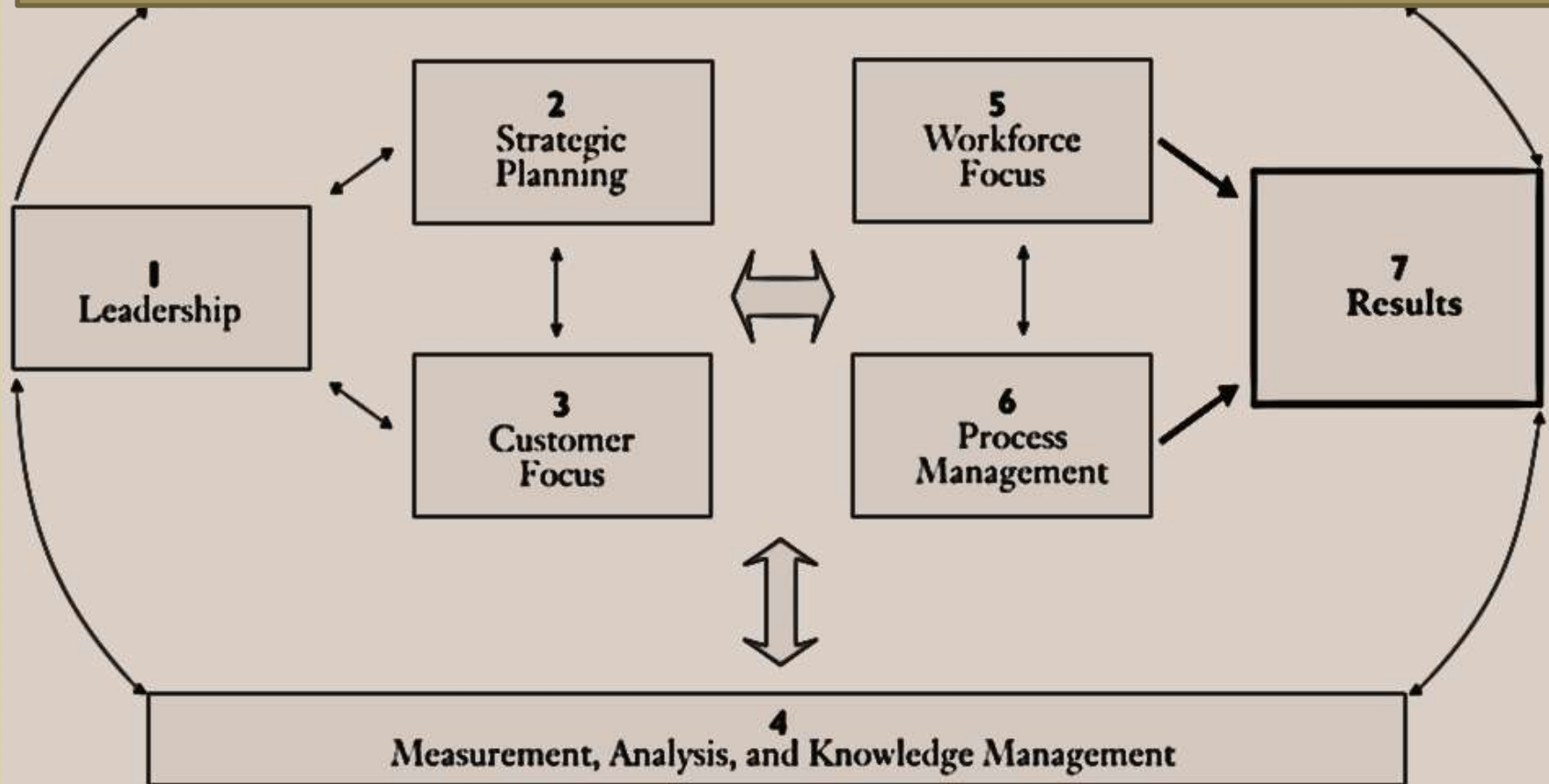
- **Baldrige Model: origin and philosophy and structure**
- **Assessment Method**
- **Some findings**

Origin-specificities-rationale

- Baldrige model for performance Excellence is a quality management tool
- Looks at the organization as a whole
- Not specific to MFIs
- Why we have a chosen this framework : based on the idea that SPM is not independent from global institutional performance
- Good to have social goals but a good strategic management is key - measure, review, cascade and adjust your strategic priorities

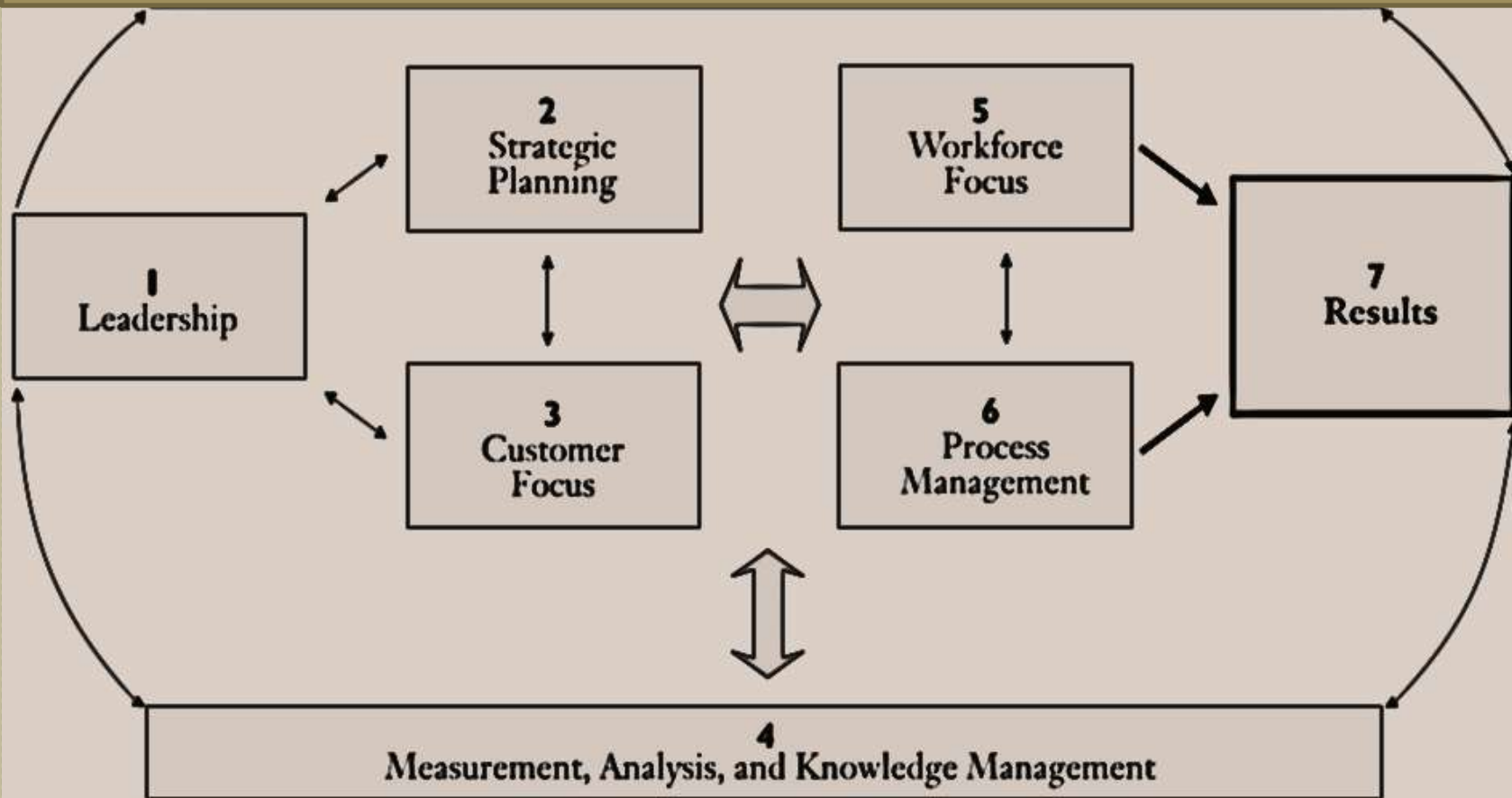
Model and structure: integrated performance management

7 criteria for Performance Excellence



Assessment : self-assessment and audit

Processes and results



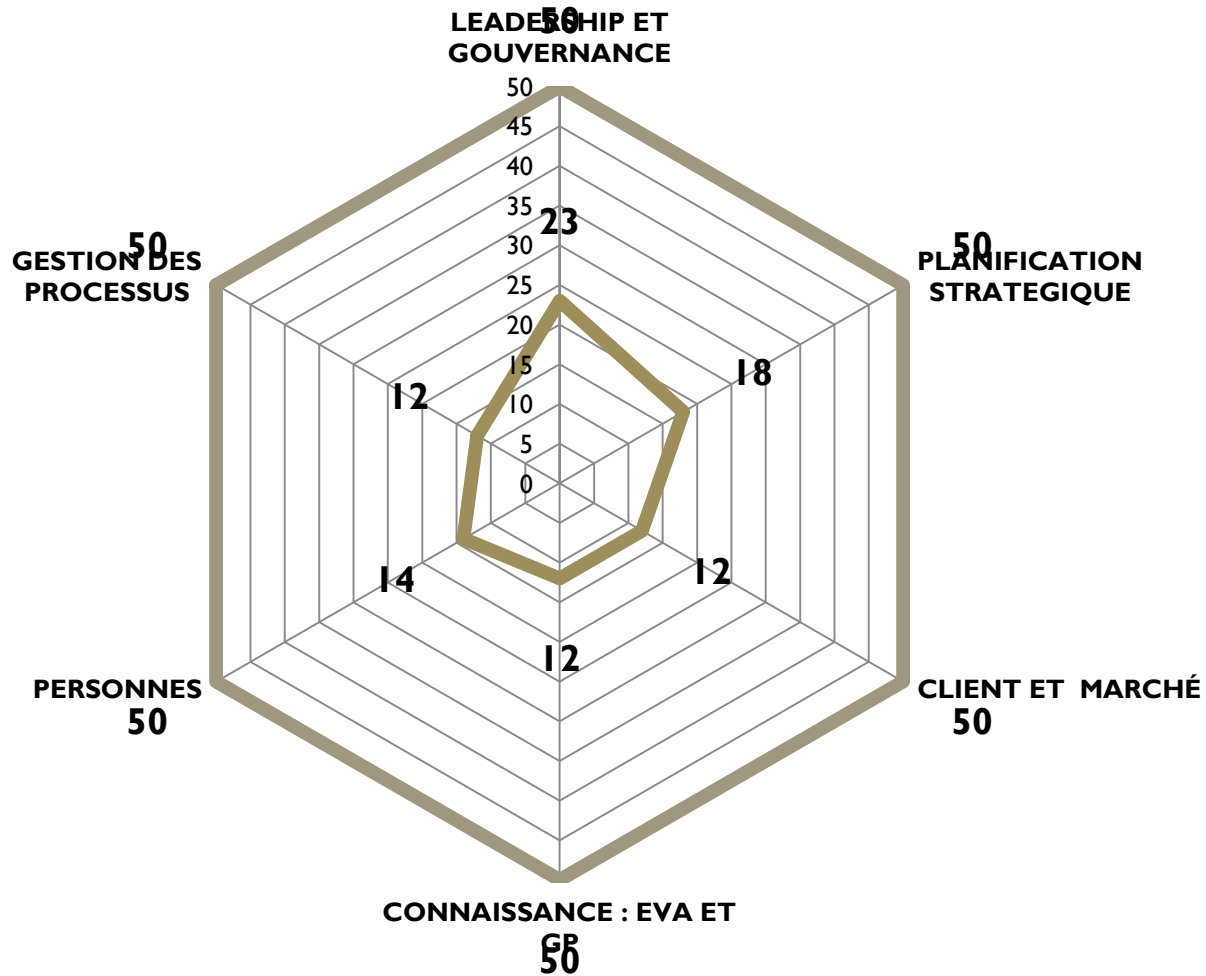
Assessing processes

- No approach
- Approach: systematic methods
- Approach with learning
- Integrated Approach: processes aligned and improvement based on SWOT

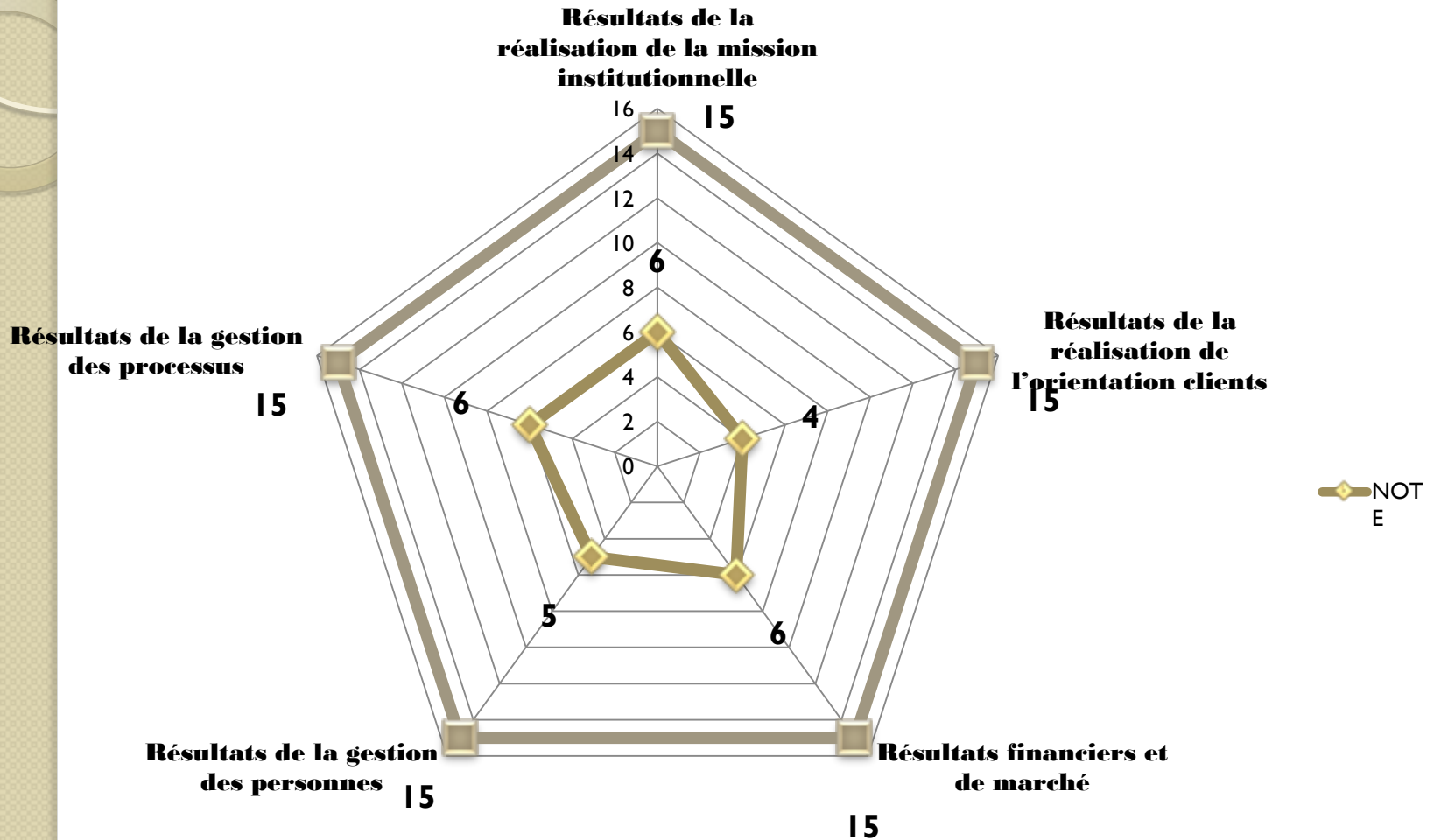
Assessing the results

- No indicator
- Current level
- Positive trend : 3-5 years
- Comparison
- Results aligned with the SWOT

Audit results for GRAINE



Audit results for GRAINE



Some findings and leanings from our experience

- The focus of people is too much on results versus processes
- Processes not formally documented and systematized
- The majority of measures are on financial aspects
- Very few organizations measure their mission
- Very few organizations measure the quality and effectiveness of their processes