

U.S. DEPARTMENT OF STATE
THIRD ANNUAL CONFERENCE ON PROGRAM EVALUATION:
NEW PARADIGMS FOR EVALUATING
DIPLOMACY IN THE 21ST CENTURY
June 8-9, 2010

Evaluating Partnerships Track

PowerPoint presentation from workshop on
Strategies to Improve the Effectiveness of Evaluation of
Nonprofit Social Service Providers

Session transcript:

<http://www.state.gov/s/d/rm/rls/rm/2010/148045.htm>

Strategies to Improve the Effectiveness of Evaluation of Non- Profit Service Providers



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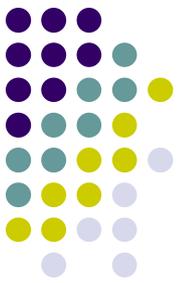
June 8, 2010



Session Objectives

- Discuss the context , expectations and practice of performance measurement/monitoring and evaluation for non- profit service providers
- Provide suggestions on how to improve performance monitoring and evaluation practice, and to enhance learning about programs for both providers and funders

The Current Context for Performance Measurement and Evaluation: Demand

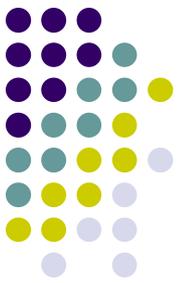


- Within the U.S. Federal Government:
 - The Government Performance and Results Act and OMB's directives at the federal level
 - Increasing demands for evaluation placed on a federal evaluation workforce that was decimated during the 1980s
- World Bank, OECD, and Other International Organizations
- “Managing for Results” and State-Stat and Citi-Stat initiatives in countries, states and cities
- United Way, Large Foundations and Other Donors
- Evidence-Based Policy/Practice/Management Movement



The Current Context for Performance Measurement and Evaluation: Supply

- The demand for credible **evidence** on public and non-profit programs continues to exceed capacity to produce it.
- Despite extremely burdensome performance data collection and reporting, there is little documented **use** of the data either by providers or funders beyond basic accountability for funds spent.
- Much **skepticism** persists that monitoring and evaluation actually improves public or non-profit services.
- In the development context, there may be different standards and expectations held by funders and service providers regarding the validity and reliability of the data.



First Things First...

Program Evaluation is:

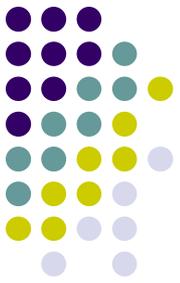
The application of systematic analytical (social science research) methods to address questions about program operations and results; and

Performance Measurement (or Monitoring) is:

The routine measurement of program inputs, outputs, and outcomes attributed to a program; and

Both involve measurement plus judgment!!

Measurement Does Not Ensure Use!



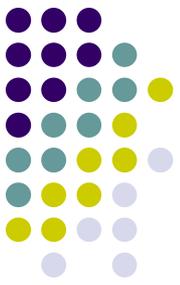
- Performance Measurement:
 - the routine measurement of program inputs, outputs, or outcomes in order to monitor programs services and results, but
- Performance Management:
 - **Using** performance measures to inform management decision making, planning, resource allocation, and evaluation activities.



Ideally...

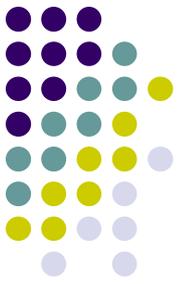
- **Good performance measures:**
 - center on desired outcomes;
 - are relevant and useful to managers and stakeholders; and
 - provide valid and reliable information.
- **Good performance management:**
 - connects planning, program management and, perhaps, funding to performance;
 - informs management (does not replace role of leaders); and
 - assists in coordination of support systems.

Theory Underlying Program Evaluation Practice



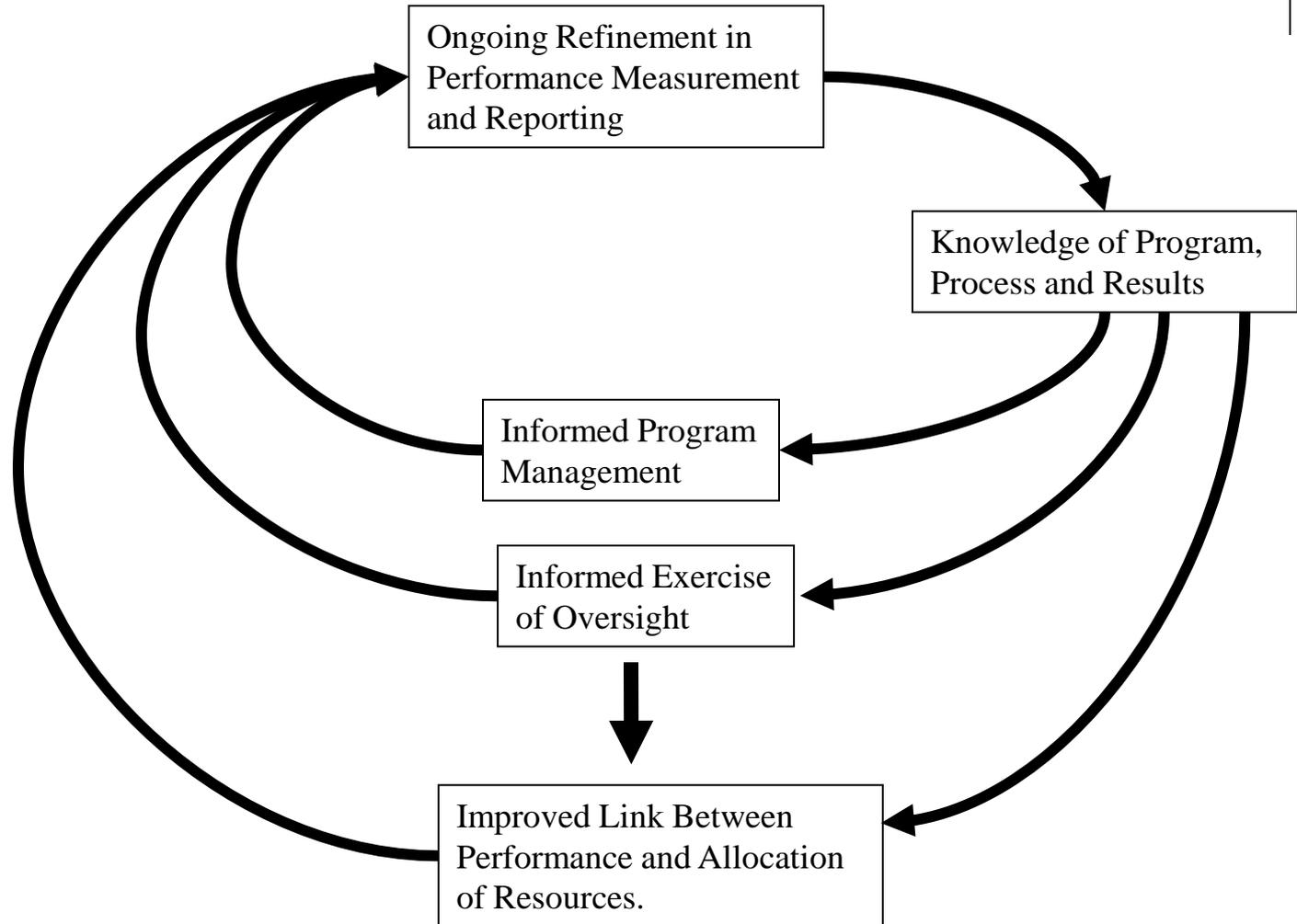
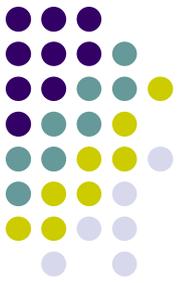
- Evaluation and measurement of programmatic performance of programs are undertaken in **order to improve programs and their outcomes** -- through providing useful and timely information about programs.
- Typically performance data are collected routinely, such as annually, and can address questions about quantity and perceived quality, e.g., “how many clients were served”, and “how satisfied were they with the services?”

Theory Underlying Program Evaluation Practice, cont.

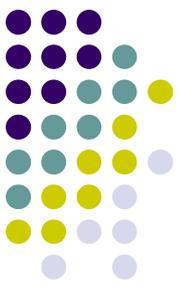


- A more extended effort to evaluate programs is needed to answer “Why” and “How” and “With what result” questions about services
- Both performance data and evaluation studies undertaken can be useful in both performance management **and** in the exercise of accountability as long as there are performance data deemed both **credible and useful**
- Learning how to ensure data are credible and useful takes time

Potential Outcomes of Programmatic Measurement and Reporting

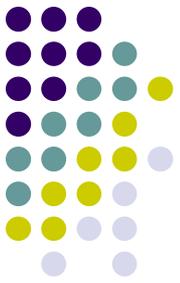


What Are Typical Barriers to Evaluation Use and Learning within Non-profit Service Providers??



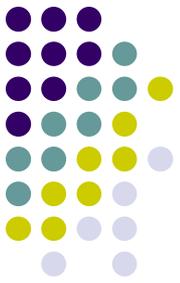
- Lack of clarity to providers regarding:
 - The espoused and actual use of data
 - Who will bear the burden and costs of data collection and analysis
- The level of comfort with evaluation and measurement within the organizational culture
 - Insufficient clarity and consistency in the priority given evaluation from the leadership
 - Clarity in Vertical and Horizontal Communications
 - Workforce Stability
 - Level of comfort with Quantitative Analyses
 - Receptivity to Organizational learning
- Lack of clarity in the theory of change underlying sometimes quite complex social programs
- Inability to ensure the validity and reliability of the data collected

How Can we Facilitate Learning?



- We examined the experience of service providers in two development contexts, Egypt and Colombia, to assess how the typical barriers to use and learning may be addressed.
- Our study addressed the following key questions:
 - What is current practice in performance reporting?
 - What is current practice in use of performance data by the service providers and the funders?
 - What sorts of performance measurement tools and measures are most useful to the service providers and funders?
 - What sorts of changes do service providers recommend to increase the use of performance measurement?

Thank you for your interest!



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