

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 Service Providers: Egyptian NPOs Servicing
Children

Session transcript:

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



U.S. Department of State
Third Annual Conference on Program Evaluation
in International Affairs:
New Paradigms for Evaluating Diplomacy in the
21st Century



1

Strategies to Improve the Effectiveness of Evaluation of Non- Profit Service Providers: Egyptian NPOs Servicing Children

LAILA EL BARADEI
PROFESSOR OF PUBLIC ADMINISTRATION
ASSOCIATE DEAN
SCHOOL OF GLOBAL AFFAIRS AND PUBLIC POLICY
THE AMERICAN UNIVERSITY IN CAIRO

Outline

2



- Overview
- Current Practice in Performance Reporting
- Current Practice in Use of Performance Data
- Types of Performance Measurement Tools and their Usefulness
- Recommendations by Service Providers to improve performance reporting

Overview

3

Six NPOs Servicing Children

1. **Abou El Seoud** Social Development Association (ASSDA)
2. **New Horizon** for Social Development
3. The Coptic Evangelical Organization for Social Services - **CEOSS**
4. New Fostat
5. Alwan Wa Awtar - **A&A** - *Colors & Strings*
6. AlshaneK Ya Baladi – **AYB**- *For You My Count*

Features

- Non profit social services providers in Egypt
- Targeting children at risk:
 - ✦ Homeless/street children
 - ✦ Child labor
 - ✦ Abused children
 - ✦ Children with disabilities
 - ✦ Children living in deprivation and in extreme poverty conditions.
- Located in slum areas in Cairo
- Receiving funding from a variety of sources



Current Practice in Performance Reporting: Number of Funders and Perceived Accuracy

4

- Average number of funders per NGO “5”
- Funders require different formatting for M&E reports
- All six NPOs capable of meeting reporting requirements – no choice
- All NPOs perceive their reporting to be accurate



Current Practice in Performance Reporting: Challenges

5

- Some donors micromanage the process
- Some donors do not state their reporting requests from the beginning



Current Practices in Performance Reporting: Performance Targets/Trends/Reporting Times

6

- All six NPOs are required to set performance targets
- Performance targets are perceived as 'helpful'
- Benefits include:
 - Deriving lessons learnt
 - Avoiding past mistakes
 - Clarifying direction
 - Measuring results
 - Allocating funds
- All six NPOs report trends in data collected
- Reporting times vary according to donors requirements



Current Trends in Performance Reporting: Use of Performance Data in Making Decisions

7

- Performance data is used in making day to day decisions
- Performance data is used in making strategic decisions:
 - **CEOSS** decided to make ‘children at risk’ a continuous program rather than a project
 - **New Fostat** decided to change their project objectives; rather than move children to safer jobs, get them back in school
 - **A&A** added an orientation session for ‘Theatre of the Oppressed’



Current Trends in Performance Reporting: Use of Performance Data in Making Decisions

8

- Performance data is used in marketing NPOs activities
 - Abou El Seoud: Summary of activities sent to new donors
 - A&A: won the Michelle Obama award ‘Coming Up Taller’
- Performance data has other uses:
 - Advocating for new initiatives ‘Health Insurance for Street Children’
 - Institutional Memory for NPO
 - Orienting and informing new incoming staff
 - Preparing presentations for conferences
 - Meeting the needs of government reviewers



Current Trends in Performance Reporting: Use of Performance Data in Making Decisions

9

- Reasons for not being completely satisfied with performance reporting:
 - Donors may impose requirements based on political agendas
 - Burdensome because of insistence on over-quantification and limited narrative reporting
- NPOs are required to report on both outputs and outcomes

Current Practice in Use of Performance Data

10

- Field workers and social specialists *collect* the performance data
- Project heads or managers usually *prepare* the performance reports – exception hired paid consultants
- General managers or presidents *review* the performance reports.



Current Practice in Use of Performance Data: Log Frames

11

- All NPOs use log frames mostly required by funders
- Log Frames help NPOs:
 - Stay focused
 - Predict problems
 - Adhere to results
- Caveats:
 - Have to be in simple format
 - Have to be accompanied by verification means

Project/Program Name	Performance Indicator Information			Data Collection			
	SCRR	Activity	Indicator	Indicator Definition	Tools	When	Frequency/Responsibility
	SCRR: ...	Activity: ...	Indicator: ...	Indicator Definition: ...	Tools: ...	When: ...	Frequency/Responsibility: ...
	SCRR: ...	Activity: ...	Indicator: ...	Indicator Definition: ...	Tools: ...	When: ...	Frequency/Responsibility: ...

Current Practice in Use of Performance Data: Most Useful Performance Measure

12

Activity	Measure	Type
Literacy Classes	No. of children who become literate and are granted verification certificates by government	Outcome
Shelter for Street Children	Change in the Children's attitudes and behaviors	Outcome
Tutoring for School Kids	Success Stories documented by program coordinators and placed in progress reports	Outcome
Non-Formal Education Program	Excel sheet recording animators comments about kids performance and attitude in class	Outcome
Arts and Crafts Education	Parents and teachers comments about kids performance outside NPO	Outcome

Recommendations by Service Providers to improve performance reporting: **Increase Use of Performance Measures**

13

- ➔ Providing NPOs with more training on developing and using M&E tools
- ➔ Funders to standardize data collection & reporting methods - oblige NPOs to abide
- ➔ Using simpler performance measurement tools



Recommendations by Service Providers to improve performance reporting:
Increase Completeness & Accuracy of Performance Measures

14

- Accuracy should become a **work value**
- Shoot **videos** of children before and after
- Develop **portfolios** for children including records of their behavior, comments, work, photos, etc.
- **Training** sessions for social service personnel
- **Exchanging** experiences between NPOs
- **Sociology** graduates appointed in NPOs for the field assessment

General Recommendations by Service Providers to Funders

15

- Be more ***specific*** early on about M&E requirements
- Focus more on ***quality*** rather than quantity
- Be more ***flexible***
- Cater to ***people's needs***
- Be more ***creative***
- Focus more on ***content*** of report rather than format

General Recommendations by Service Providers to Funders

16

- Use ***simpler*** formats
- Provide ***training*** to NPOs
- ***Adapt*** to M&E methodology already adopted in NPO
- ***Understand*** that Performance Measures sometimes do not capture the essence of the activity

Thank You