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
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

- 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

### Six NPOs Servicing Children

<table>
<thead>
<tr>
<th></th>
<th>Description</th>
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<tbody>
<tr>
<td>1.</td>
<td><strong>Abou El Seoud</strong> Social Development Association (ASSDA)</td>
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<td>2.</td>
<td><strong>New Horizon</strong> for Social Development</td>
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<tr>
<td>3.</td>
<td>The Coptic Evangelical Organization for Social Services - <strong>CEOSS</strong></td>
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<td>4.</td>
<td>New Fostat</td>
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<td>5.</td>
<td>Alwan Wa Awtar - <strong>A&amp;A - Colors &amp; Strings</strong></td>
</tr>
<tr>
<td>6.</td>
<td>Alshanek Ya Baladi – <strong>AYB-For You My Count</strong></td>
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</tbody>
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### 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

- 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

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

- 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

- 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

- 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

- 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

- 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

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

<table>
<thead>
<tr>
<th>Activity</th>
<th>Measure</th>
<th>Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literacy Classes</td>
<td>No. of children who become literate and are granted verification certificates by government</td>
<td>Outcome</td>
</tr>
<tr>
<td>Shelter for Street Children</td>
<td>Change in the Children’s attitudes and behaviors</td>
<td>Outcome</td>
</tr>
<tr>
<td>Tutoring for School Kids</td>
<td>Success Stories documented by program coordinators and placed in progress reports</td>
<td>Outcome</td>
</tr>
<tr>
<td>Non-Formal Education Program</td>
<td>Excel sheet recording animators comments about kids performance and attitude in class</td>
<td>Outcome</td>
</tr>
<tr>
<td>Arts and Crafts Education</td>
<td>Parents and teachers comments about kids performance outside NPO</td>
<td>Outcome</td>
</tr>
</tbody>
</table>
Recommendations by Service Providers to improve performance reporting: Increase Use of Performance Measures

- 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

- **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

- 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

• 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