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PowerPoint presentation from workshop on
Strategies to Improve the Effectiveness of Evaluation of
Nonprofit Service Providers: Colombian NPOs Servicing
Children

Session transcript:

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

Colombian NPOs Servicing Children

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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

- **Instrument:** In-depth structured interviews, following the set standard interview instrument for the comparative study, were conducted in Spanish with six NGOs in Colombia.
- **Sample:** Six NGOs servicing children. Beneficiary children from these organizations include children from very poor families, children from internal displaced families (victims of Colombian conflict) or children experiencing abuse and neglect.
- **Location:** Five of the six NGOs operate in Bogotá and other cities in Colombia, and one of the NGOs operates in Cali.



Source: Fundación Carvajal



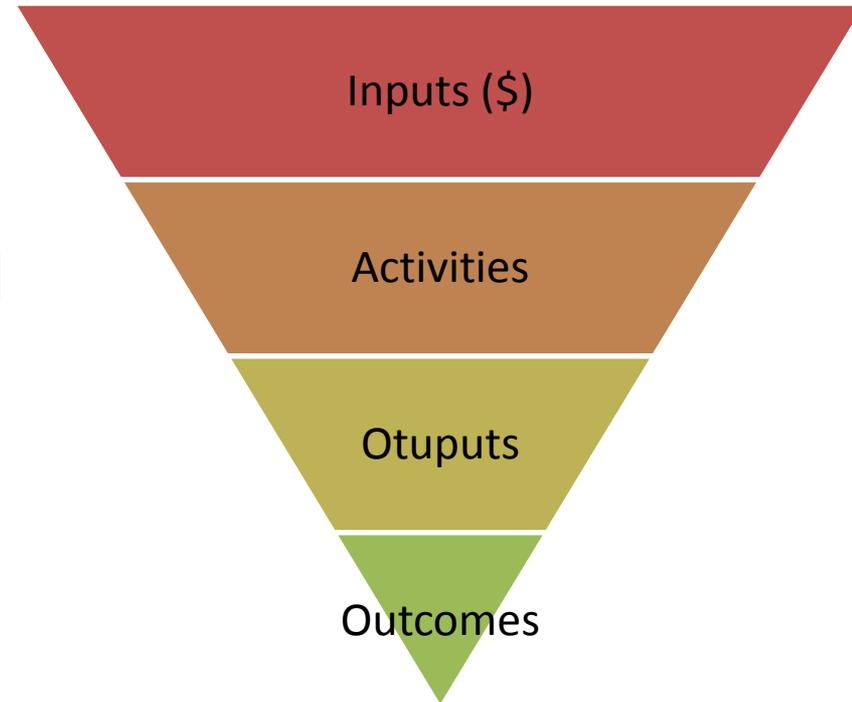
Source: Fundación Semana

Sample

NGO	Type of Activities/Services
CRAN	Temporary child protection, substitute homes and adoption services
Carulla - aeioTu	High quality early education for children 0 to years old coming from families living in extreme poverty.
SoyDoy	Production and provision of soy-based products to children in extreme poverty
Semana	Rebuilding of communities that are victims of the armed conflict (comprehensive interventions)
Carvajal	Income generation projects in one of the most deprived areas in Cali and education interventions in the same communities
Fundalectura	Promotes reading since early childhood

Current practice in performance reporting: funders requirements

- Funders require performance reports in different formats and at different levels of detail.
- Bias towards reporting financial indicators (how the money is being spent). More mixed requirement on reporting performance on activities, outcomes or outputs.



Current practice in performance reporting: challenges

- Data processing and systematization
- Data analysis at the aggregate level
- Overloading on staff to help on data collection (in addition to the “real” work of service provision)
- Dependence on the quality of the data that is reported
- Difficulty on measuring some key outcomes (e.g. entrepreneurship)

Current practice in use of performance data: use of data

- Day to day management of their program (e.g. cost per child to improve efficiency, dropout rates to redesign the type of service provided)
- Strategic management (data used to revise strategies, to close or to expand programs)
- Marketing success and fundraising
- NPOs describe performance measurement a fundamental tool



Source: Fundación SoyDoy

Current practice in use of performance data: challenges

- NGOs are satisfied with the benefits of performance measurement but not necessarily of the benefits from reporting. Sometimes there is a disconnection between the reporting requirements and what the organization needs to know in order to learn and improve.
- NGOs are required to report outputs but not necessarily outcomes. However, they measure them or want to measure them.

Performance measurement tools and measures: practices

- Data collection: varies by NGO (from contracting out of surveys, to field workings or even beneficiaries collecting data).
- Report preparation: usually a team process, with the lead of program managers
- Report review: usually the executive director
- Strategies for data validation: not many (one NGO has unannounced site visits to check accuracy on infrastructure and quality of services data)

Performance measurement tools and measures: use of logic modeling

- Two organizations said that they use logic modeling all the time. They find it useful in order to
 - guarantee continuous improvement
 - do strategic planning
 - identify new needs
- One NGO uses balance scorecard instead of logic modeling but instead they use.
- Two NGOs do not use logic models at all, although see the need to do it if they want to get international funding.

Performance measurement tools and measures: useful measures

- Inputs: costs per child
- Activities: field workers rotation, hours of training (of field workers)
- Outputs: number of children served, number of children reading, number of food portions provided.
- Outcomes: nutritional status, cognitive development, socio-emotional development, family income, financial sustainability of income generation projects



Source: Fundación Carvajal



Source: Fundación Carvajal

Recommendations from service providers to increase their use of performance measurements

- In order to increase the use of performance measures in program improvements they recommend to:
 - Increase/build the ability to aggregate and analyze data.
 - Always have a baseline to compare with.
 - Alignment of measurements with objectives.
 - Have information systems that are oriented on outcomes

Recommendations from service providers to increase their use of performance measurements (cont)

- In order to increase the completeness and accuracy of your performance measures they recommend to:
 - Involve all the stakeholders in the process (staff, beneficiaries, etc.) so that data is accurately collected and then used.
 - Have more data about the community
 - Incorporate characteristics of quality to quantitative indicators
 - Training on measurement and on use of measurement

Recommendations from service providers to increase their use of performance measurements (cont).

- In order to Increase the cost effectiveness of performance reporting processes they recommend to
 - Provide the infrastructure for data collection and processing).
 - To have a consolidated report and consolidated indicators (not one for each project)
 - Training staff on the use of information for decision making
- Standardized reporting from funders

Use and need of impact evaluation

- Half of the NGOs in the sample have done or are in the process of doing an impact evaluation (one randomized, 2 quasiexperimental)
- Two main benefits perceived by these NGOs
 - knowing the impact of their activity on the beneficiaries so that they can take decisions in terms of expanding or downsizing a program
 - use hard evidence in order to do advocacy

Q&A