

# Nonprofit Center of Northeast Florida

The Nonprofit Center **connects, strengthens** and **advocates** for a strong nonprofit community.

- Nuggets e-news
- Workshops & trainings
- Job postings
- Resource library, website
- Advocacy & lobbying
- Research
- 300 Nonprofit Members
- Staff consulting
- Peer convening groups
- Community Coaches
- Board bank
- Member portal

[nonprofitctr.org](http://nonprofitctr.org)



# In Orgs Where Evaluation is Useful & Rigorous...

- ❑ Evaluation is a priority
- ❑ A supportive organizational culture exists
- ❑ Management requires evaluation
- ❑ Evaluation is not primarily motivated by personal interest
- ❑ Evaluation is likely to reveal success
- ❑ Evaluations are designed in collaboration with stakeholders

Bottom line:

*Intrinsically motivated evaluation > externally mandated evaluation*

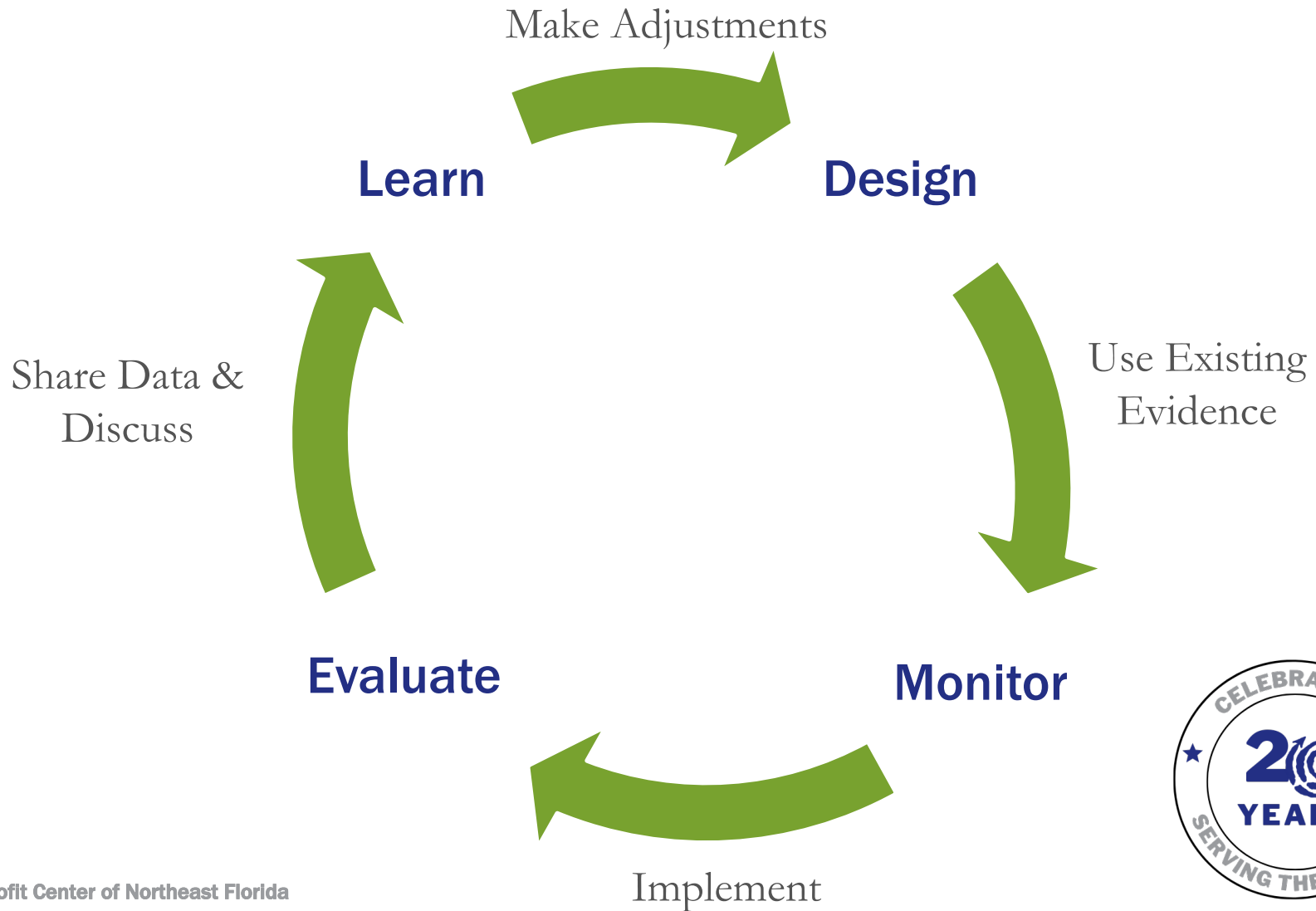
Sources:

*Evaluation and Evaluative Rigor in the Nonprofit Sector.* George E. Mitchell David Berlan. *Nonprofit Management & Leadership* (2016)

*Why Aren't Evaluations Working and What to Do About It: A Framework for Negotiating Meaningful Evaluation in Nonprofits.* Kellie C. Liket, Marta Rey-Garcia, and Karen E. H. Maas. *Nonprofit Management & Leadership* (2014)



# Program Lifecycle



# So... What is M&E?

## MONITORING PERFORMANCE

- Is it being implemented as designed and having the intended usage?
- Tracking data for the purpose of comparison against a defined standard

## EVALUATING IMPACT

- What changed because of it? What difference did it make?
- Measuring efforts and outcomes and reflecting on results in order to learn and grow



# So... What is M&E?

## MONITORING PERFORMANCE

- The afterschool program reached 300 students
- A donor appeal went out on time, with compelling images, and to 2,000 recipients of intended demographics

## EVALUATING IMPACT

- Students in the program were 50% less likely to be suspended from school
- 26% more money was raised from the appeal versus prior years



# Tools: Theory of Change & Logic Model

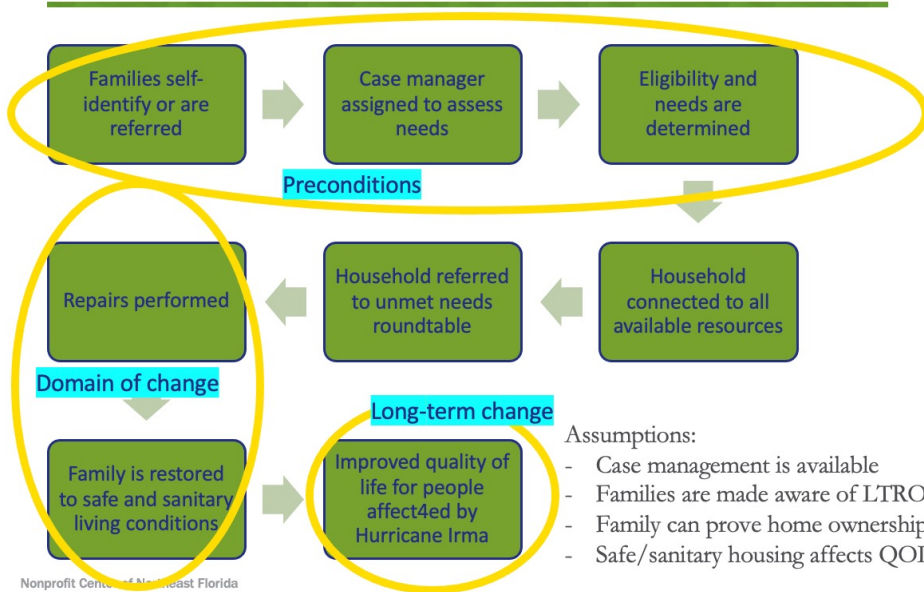
## Simple Case Study TOC Example

Organization:	
Title:	
Problem Statement:	
Goal Statement:	

[illegible]

Rationale: reasons for proposing your solution

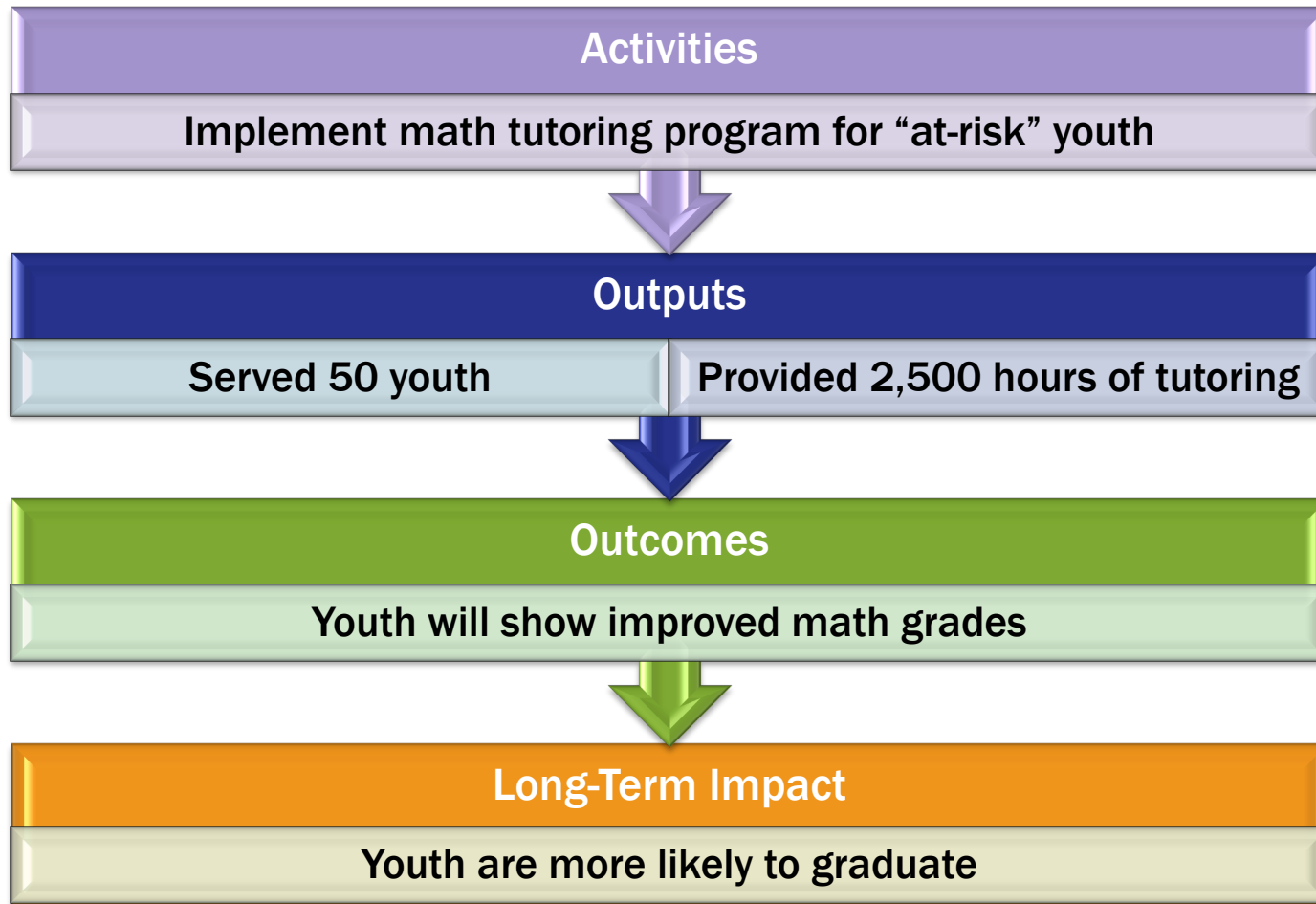
External Factors: *that will influence your program*



- Assumptions:
- Case management is available
  - Families are made aware of LTRO
  - Family can prove home ownership
  - Safe/sanitary housing affects QOL



# Activities vs. Outputs vs. Outcomes



# Monitoring Performance: Outputs

## What are they?

- Measurable, tangible, and direct results of activities
- Data, deliverables, units of service, what you can count
- How many, how much

## Examples:

- Hours of service provided
- Number of partnerships formed
- Number of clients served





# Performance Monitoring Data

Five types of data that every nonprofit should be tracking:

1. Financial Data
2. Activity Tracking Data
3. Targeting Data
4. Engagement Data
  - How extensive
  - How intensive
5. Feedback Data

*Source: Right Fit Evidence for the Social Sector*



# Evaluating Impact: Outcomes

## What are they?

- Observed changes that result from your program
- What difference will your program make for the priority population?

## Two Types:

- Short-term – what you see right away (typically 1-2 years)
- Long-term – link short-term to impact; often build on short-term (typically 2-5 years)

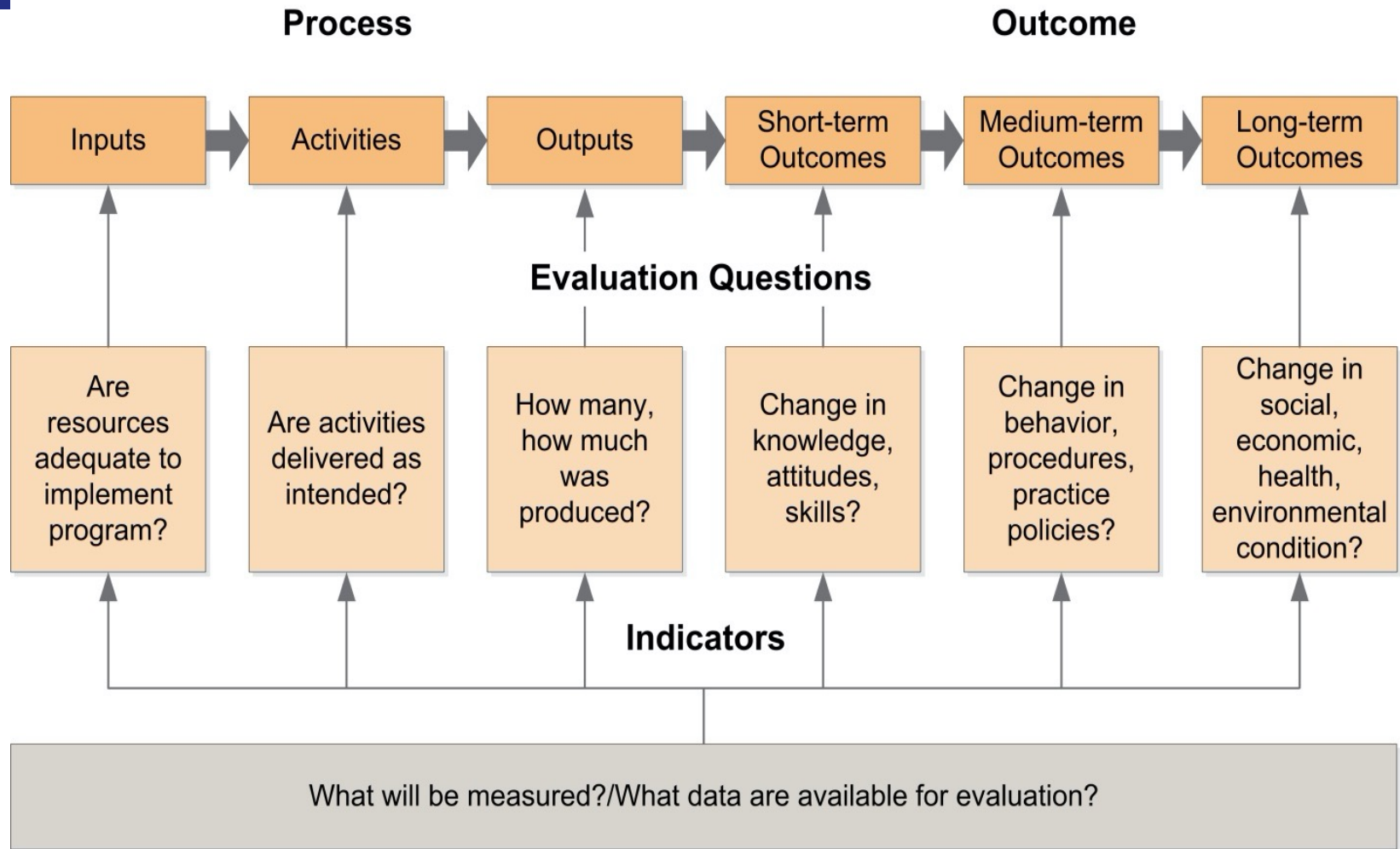


# Evaluation: A Few Guiding Questions

- How will I know what difference we are making?
- Is there a way to demonstrate what would happen without our intervention? (aka “the counterfactual”)
- What is the right time horizon for outcome evaluation?
- Is there existing evidence of effectiveness?
- Can I use indicators that are standard or being used by others?
- What is our capacity for measurement and evaluation?



# Planning to Measure the Right Indicators



From Corporation for National & Community Service via [www.nationalservice.gov/resources/evaluation/all-evaluation-resources](http://www.nationalservice.gov/resources/evaluation/all-evaluation-resources)



# Identifying Outcome & Impact Indicators

- Check out databases of indicators such as the UN Sustainable Development Goals, Urban Institute Outcome Indicators Project, or Guidestar Common Results Catalog
- Check out resources such as the Campbell Collaboration, or just search for your type of program and “systematic review”
- Connect with peer organizations and/or national associations
- Ask collaborators or funding partners what they or other orgs are using
- Refer back to your Theory of Change
- Request successful grant applications
- Ask program participants



# Methods of Data Collection

- Surveys
- Logs
- Observations
- Participant assessments
- Accessing existing data sets
- Qualitative measures:  
Focus groups/interviews
- What else have you used?



# Your Monitoring & Evaluation Team

- Program managers
- Executive or other leadership
- Front-line staff
- Clients and constituents
- Other stakeholders?





**NonprofitCenter**  
of Northeast Florida

# Thank you!

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**Connect.  
Strengthen.  
Advocate.**

