

Shocking News...





770/0°

620/0°

NPOs have the capacity to engage in meaningful evaluation practice

NPOs receive no support from funders to advance these efforts NPOs would like support from their funders for this work

"While the overwhelming majority of foundation leaders say they provide this kind of support, the overwhelming majority of nonprofit leaders say they aren't receiving it."

Setting the Record Straight....

Performance management is an internal form of evaluation to assess the extent to which a program is operating as it was intended, specifically, whether program activities conform to program design, are implemented consistently and are aligned with intended outcomes.



"It is important that our donor community supports/promotes strong performance management practice within non profit organizations."



Why do you think performance management is/isn't a priority? How does it compare to other areas of non profit strengthening/support?











Grantmaker sees the light



Grantmaker targets systems change with full force



Non-profit proves exactly how their work is making an impact





How do you know if you are ready?

Donor

Aligned Strategy: strategy/mission that incorporates organizational strengthening and/or demonstrating impact.

Internal Champions: staff with both belief and understanding in performance management

Expertise: Ability to broker high quality consulting resources and/or provide directly

Vulnerability: Willingness to learn alongside grantees and take risks

Non-Profit

Openness to Learn: willingness to question/modify program

Financial stability: ability to cover current costs and access future resources/expertise

Staff time: Willingness and ability to devote staff time (program + leadership)

Leadership: Highly capable and engaged leadership with willingness/ability to manage change

Vulnerability: Willingness to be open, honest, and vulnerable with your donor





What does it take to reach the impact?

Donor

Intensive and sustained funding: provide a more *intensive level* of funding over a longer duration

Build/coordinate expertise: Build internal capacity and/or broker expertise

Funder coordination: Coordinate investments/ requirements across funders

Holistic approach: Focus on the full spectrum of strengthening: program design, implementation, performance management

Continuous improvement: Use grantee feedback to shape your approach

Non-Profit

Commitment: at least 2-3 years of continuous coaching, training and organizational developments

Key Developments: clearly defined program model, theory of change, measurement strategy/toolkit, implementation manual

Staff capacity: Staff capacity and practice to collect, analyze and use data for continuous improvement

Staff engagement: Strong buy-in and drive from leadership and staff

Organizational Culture: A culture that continuously uses data for improvement





What is the impact?

Donor

Impact: Better outcomes and achievement of mission and ability to demonstrate outcomes

Knowledge Generation: Better understanding of the challenges nonprofits face

Advocacy and Systems Change: Greater span of influence and systemic change

Non-Profit

Quality: Increased quality of programming

Impact: strengthened outcomes, and ultimately greater social and systems change

Sustainability: Increased ability to attract revenue

Efficiency: Targeted and better defined use of resources -financial and human

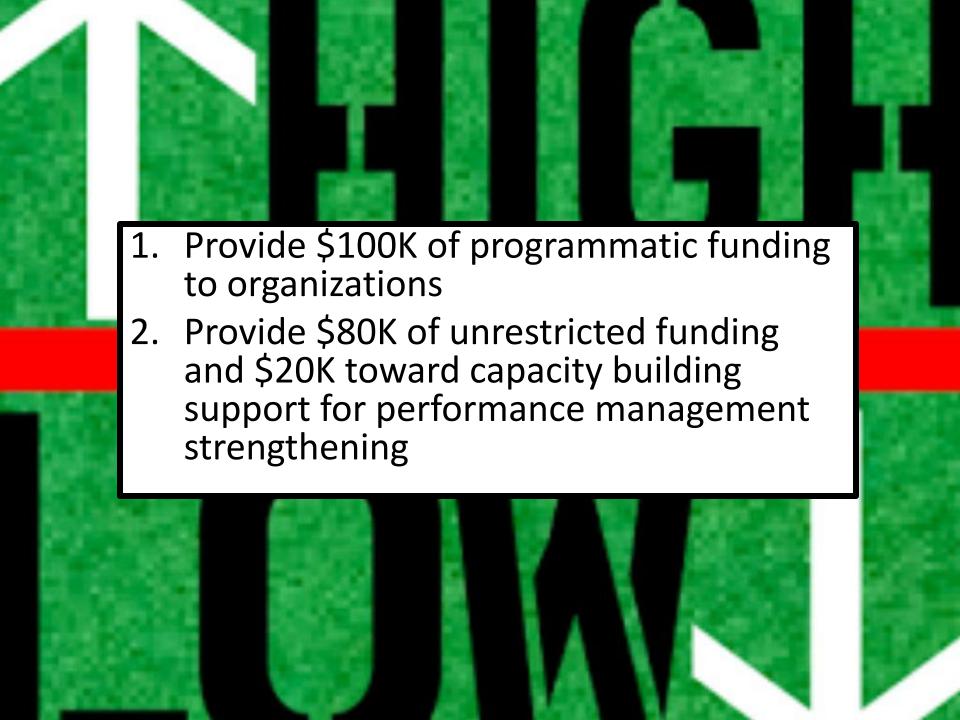


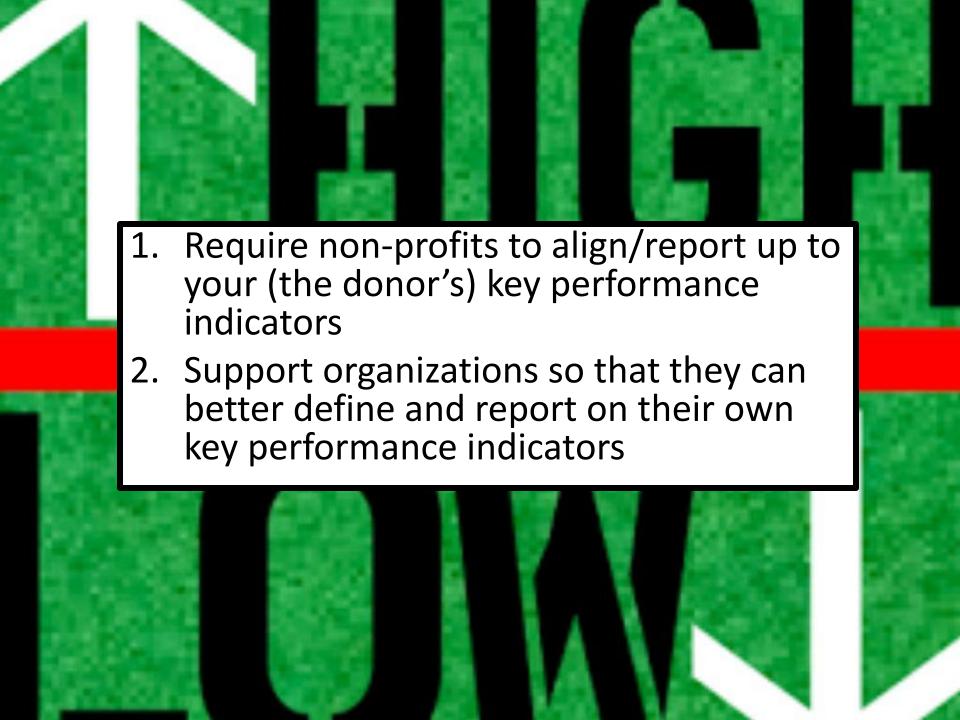
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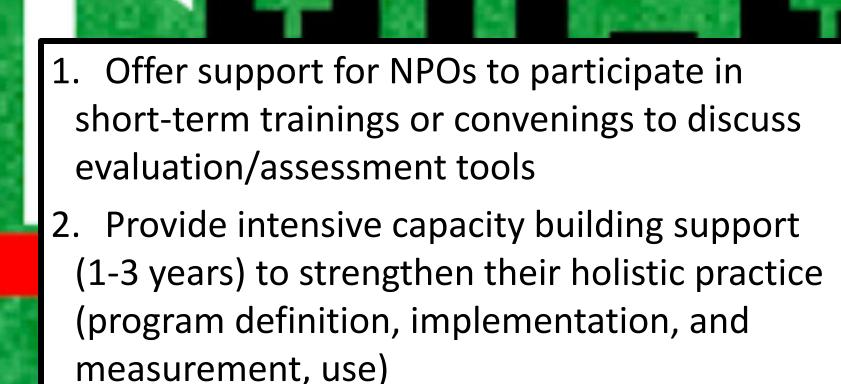
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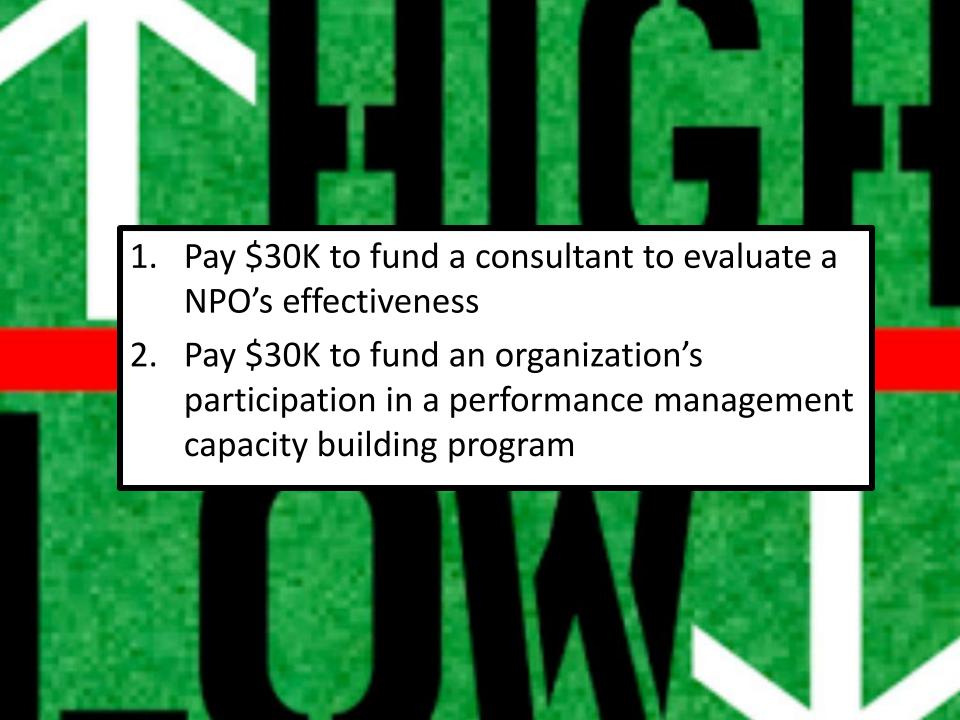


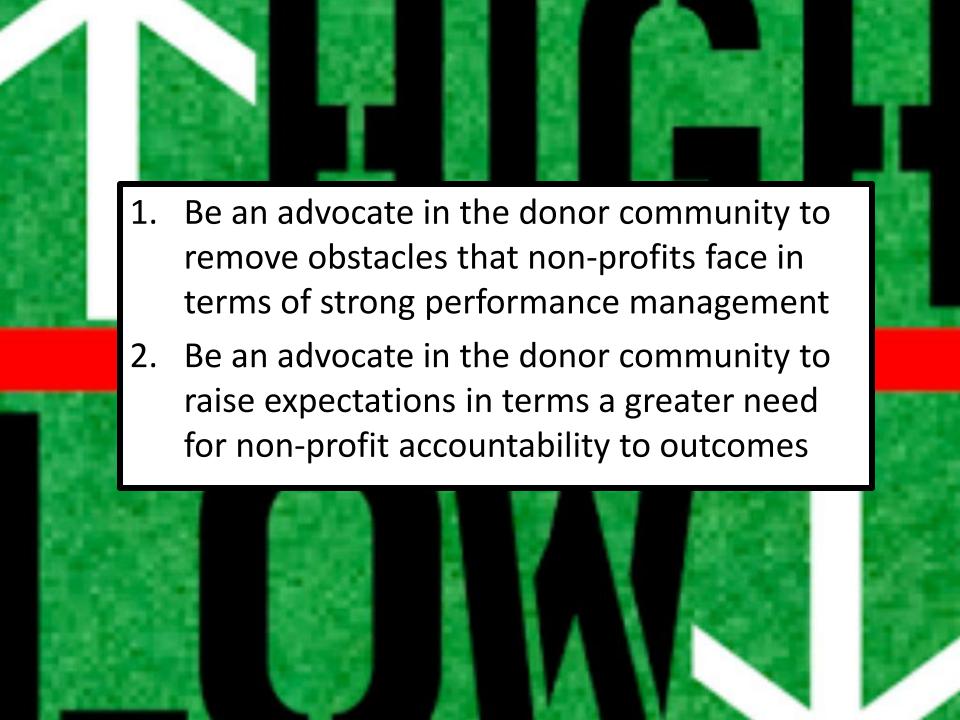
What are we doing to help or hinder NPO performance management practice?













Top 5 things funders to hinder the performance management practice of non-profits

- 5
- Provide consulting resources (often that provide recommendations) without providing funding directly to the organization to support its corresponding implementation
- 4
- Fund a new system or tool without a well-vetted process to choose the right system and for building the practice and culture of analyzing and using data
- 3
- Not providing enough time or enough funds to evoke internal change around performance management.
- 2
- Limited or no general operating funds, infrastructure or capacity building funds
- 1
- Donor directed outcome metrics and/or tools, rather than using grantees key performance indicators





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