

*Third submission of the research performed by Alan Lockyer, a Unitec Institute of Technology, Human Resource Management lecturer and researcher. The research was conducted during late 2014 and completed 2016. The research concerns: **Performance Evaluation and Management Practices of New Zealand Not For Profit Organisations***

For this latest newsletter we will be looking further into the research report about the performance evaluation and management practices of New Zealand Non-Profit Organisations (NPOs). The reported research given below concerns other evaluation management systems used by the applicants in the research:

- 1.0 NPOs engagement in using 'Other' Evaluation Management Systems
- 2.0 Descriptive examples of 'Other' NPO engagement activities involving evaluation and management practice systems

1.0 NPOs engagement in using 'Other' Evaluation Management Systems

These results report on what NPO services are using 'Other evaluation management systems' on a 'Sometimes' to 'Regular' basis:

Alcohol/Substance abuse (60%; 3 of 5 NPOs), Child care/day care (100%; 5 of 5 NPOs), Community development (57%; 12 of 21 NPOs), Crime prevention/legal (33%; 1 of 3 NPOs), Domestic violence (50%; 4 of 8 NPOs), Economic development (55%; 5 of 9 NPOs), Emergency food/nutrition (40%; 2 of 5 NPOs), Employment/job training (59%; 10 of 17 NPOs), Foster care (100%; 2 of 2 NPOs), Health care/related (53%; 10 of 19), Homelessness/shelter (50%; 1 of 2 NPOs), Housing (50%; 1 of 2 NPOs), Mental health counselling (58%; 4 of 7 NPOs), Recreation/sports (36%; 5 of 14 NPOs), Developmental disabilities services (62.5%; 5 of 8 NPOs), Services for seniors (40%; 2 of 5 NPOs), Youth development (53%; 9 of 17 NPOs) and Other services (55.5%; 15 of 27 NPOs).

Overall, a large majority of the NPOs are using some 'other' form of evaluation management system on a 'Sometimes to Regular' basis. However, it must be noted that for many of these services the sample size is small. Those services represented by a reasonable number of NPOs and that stand out include: Employment/Job Training, Developmental Disabilities services, Community Development, Healthcare/Related, Youth Development and Other NPOs in the category 'Other' Services are using some other evaluation and management system.

Examples of other evaluation management systems are given in 2.0 below.

2.0 Innovation in the use of 'Other' NPO engagement activities involving evaluation and management systems

The use of 'Other' NPO engagement activities involving evaluation or management systems are included below as quoted from respondents:

- Legislative and core practice requirements are evaluated through our club constitution;
- All projects done according to pre-determined standards and specifications;
- We have a logic model developed to guide our strategic direction. We collect data relating to customer satisfaction and how we are meeting our goals based around our logic model and our primary funder requirements;
- Appreciative inquiry, NZQA and NZBEF, internally developed evaluation matrix, non-standard logic model, obtain participant evaluations from all workshops then compare these to desired outcomes, internal evaluations, we use a tiered democratic system including

volunteers and staff where voting and decision-making authorities are distributed according to responsibility and duration of participation;

- We set measures for each of our projects and track progress every two months and annually. For large projects we include logic models within the project plan and align measures with those where possible. Occasionally we have used external evaluators to more formally evaluate programmes - where funding allows;
- Balanced Scorecard, PHQ9, GAD7, SDQ, Resiliency Measure, RBA (Results Based Accountability), customer Satisfaction Qual & Quant;
- Airtime sold, revenue stream, diversity criteria client feedback;
- RBA;
- Systems provided by purchaser;
- Our own design;
- We use our own system based on a detailed business plan monitoring, setting of KPI's and monthly 'dashboard' of performance indicators that is reported to Leadership and Board;
- We have an outcomes framework which collates with our database;
- We use the Institute of Directors and other organisations ie professional bodies;
- We are a reflective organisation from top to bottom and engage in ongoing evaluation and reporting to multiple government and community organisations; We have been an accredited Investors in people participant and are moving to a new system of evaluating our management practices;
- Changing to Results Based Accountability (RBA), something the MSD has developed and is a good reporting system;
- We are monitored by our Head Office audit staff – I am unsure what system they use.

Comment:

It can be seen in 2.0 above that many NPOs in the research use alternative evaluation management practice systems, some of which are very innovative. At least 4 NPOs are using some form of RBA reporting system.