



Association for the Development of Pakistan

Evaluation Committee Training

www.DevelopPakistan.org

Agenda

- **ADP Overview**
- Evaluation Process
- Evaluation Criteria

What is ADP?

- The Association for the Development of Pakistan (ADP) is a volunteer-driven engaged philanthropy organization that funds carefully selected development projects run by local NGOs in Pakistan
 - **Engaged Philanthropy:** Going beyond traditional charity to support projects that are likely to yield an attractive, measurable and sustainable social return
 - **Volunteer-driven:** Involve highly educated volunteers in evaluating and monitoring NGO projects
- Launched in 2003 in Boston, ADP today is a global organization
 - 200+ registered volunteers in twenty countries
 - 20 projects funded in ten Pakistani cities
 - Approx. \$600k disbursed (including ~\$0.5 million in disaster relief)

ADP's Mission

Empower volunteers to identify and support the most promising small-scale development initiatives in Pakistan.

Our Approach

- **Rigorously evaluate and fund high-impact NGO projects**
 - Perform extensive due diligence to identify critically needed projects where the impact can be measured
- **Deploy skilled volunteers to enable disciplined giving**
 - We train highly-educated volunteers to apply their time and skills towards objective evaluation and monitoring of projects
- **Give 100% of donations to projects**
 - ADP's Board will pledge to cover operating costs, so donor money is used entirely for project grants
- **Promote a broad spectrum of community organizations**
 - We fund small projects across a variety of NGOs to catalyze broad-based community activism as well as to diversify donor risk

Targeted Projects

Sector: Health, education, economic empowerment and energy

Project Size: Less than Rs. 800,000

Project Attributes:

- Serves a critical need
- High social return on investment
- Measurable results
- Sustainable impact

Organizations:

- Credible
- Trustworthy
- Responsive
- Financially stable
- Focused

Sample Projects

Employment Bureau



Hospital Equipment



School Reconstruction



Tube Wells



Cataract Eye Surgeries



Science & Computer Lab



Tube Well for Prisoners



Vaccinations for Street Children



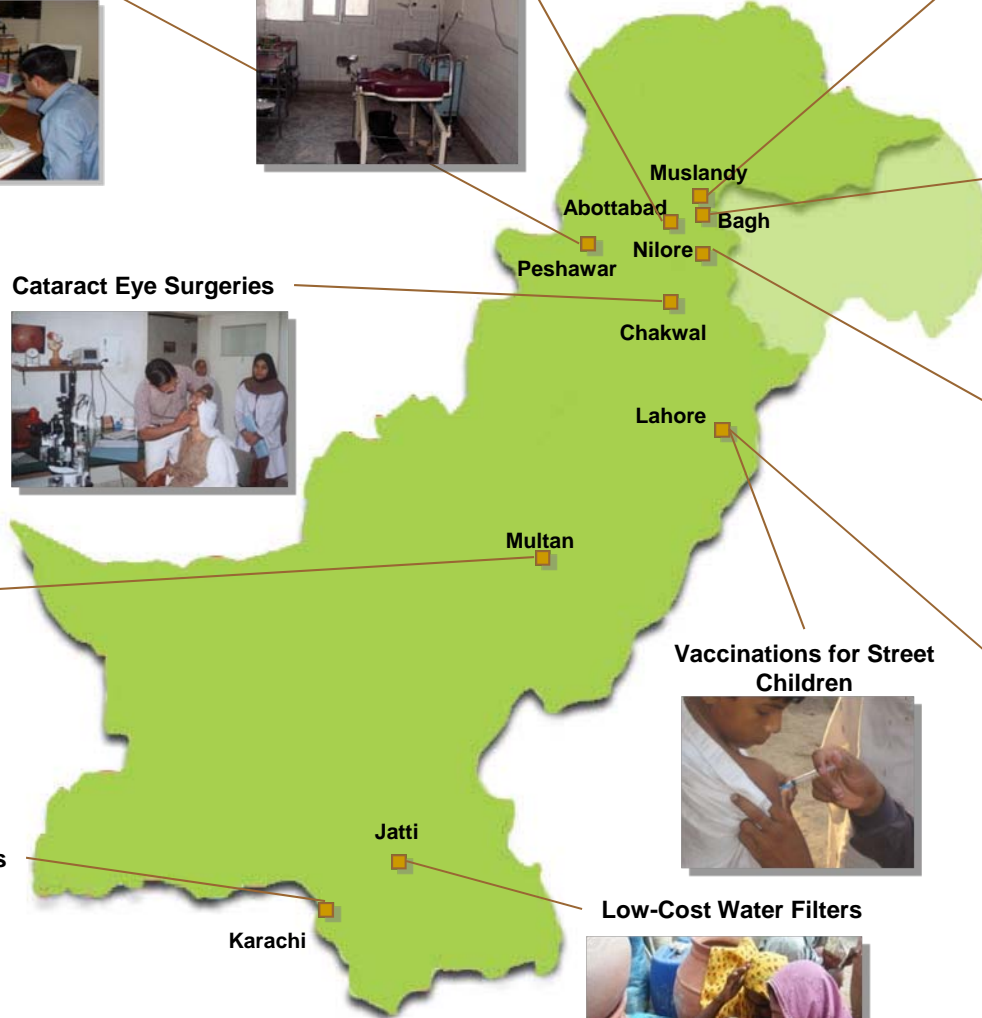
Electronics Lab



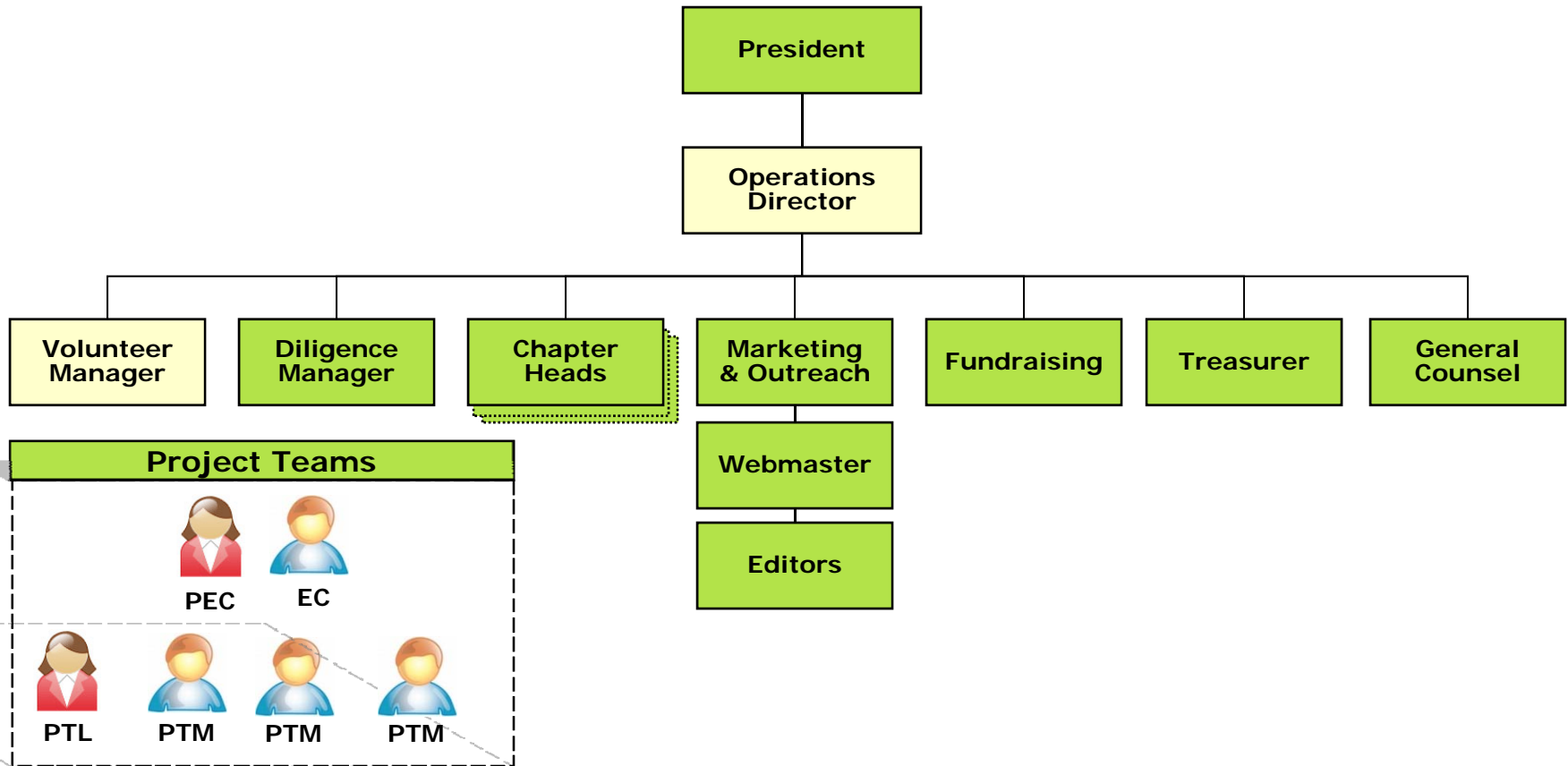
First Aid Training for Teachers




Low-Cost Water Filters



Organization Structure



 Paid Staff

 Volunteers

PEC: Permanent Evaluation Committee Member

EC: Evaluation Committee Member

PTL: Project Team Leader

PTM: Project Team Member

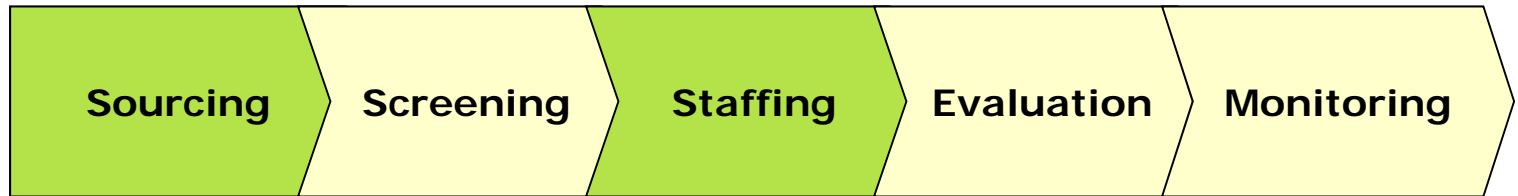
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Project Selection Process



Description:

<p>NGOs submit grant proposals for small development projects such as building a school, water purification, vocational workshops etc.</p>	<p>Proposals are screened to ensure basic fit with ADP criteria before staffing a project team for detailed due diligence.</p>	<p>Project Team of 3-4 volunteers and an Evaluation Committee of 2-3 experienced volunteers is staffed for full evaluation.</p>	<p>Project Team investigates the feasibility and attractiveness of the project and makes a final decision on funding.</p>	<p>Post-funding monitoring to ensure successful implementation and measurement of impact.</p>
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How It Works:

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| <ul style="list-style-type: none"> • NGO hears about ADP through ADP Ops Director, volunteers and other channels • NGO fills online proposal form or sends Word document via e-mail | <ul style="list-style-type: none"> • EC receives proposal from OD • EC evaluates proposal and sends OD completed screening checklist • Final screening decision made on monthly EC screening calls | <ul style="list-style-type: none"> • Volunteer Manager identifies volunteers from database • Interested candidates are interviewed • Selected candidates receive orientation/ training | <ul style="list-style-type: none"> • PT/EC establishes diligence plan on kick-off call • Q&A with NGO + external research • Site visit • References • EC Presentations / vote • GC approval • Contract execution • Fundraising | <p>1-2 members of the project team receive follow-up reports from the NGO and coordinate a site visit. If funding is staged, team determines whether next tranche should be released.</p> |
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Timeframe:

na	1 month	2 weeks	2-3 months	12-24 months
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EC involvement

EC Roles - Screening

Commitment:

- 1-2 hrs per month

Goal:

- Initial screening of new proposals to ensure project teams are staffed only on proposals that have a strong likelihood of being approved after detailed evaluation

Responsibilities:

- Operations Director will send each EC ~1 new proposal per month
- Read the proposal and accompanying documents and ask the NGO any clarifying questions
- Complete screening checklist and return to Operations Director
- Attend the monthly screening call to discuss the proposal with other ECs and help make a final screening decision

EC Roles - Evaluation

Commitment:

- 3-4 hrs per month

Goal:

- Oversee and guide project teams as they conduct detailed due diligence on a proposal
- Make final decision on project funding
- Monitor ongoing progress reports

Responsibilities:

- Help identify key issues and develop staged diligence plan with the project team
- Review ongoing diligence output and lead evaluation discussions
- Make final decision after diligence has been completed
- If approved, help team develop monitoring plan and draft contract
- Ensure compliance with monitoring plan and review reports

Resources

- **People:**

- **Operations Director** (opsdirector@DevelopPakistan.org): primary resource for any logistical issues or questions (e.g. finding resources or volunteers for team activities, meeting timings etc.)
- **PEC Mentor:** Experienced Permanent Evaluation Committee Member assigned to you to share best practices and answer any questions around screening and due-diligence issues
- **Project Team Lead:** The leader of the project team also serves as the primary liaison for you with the rest of the team
- **General Counsel** (gc@DevelopPakistan.org): legal or compliance questions around projects

- **Evaluation Tools**

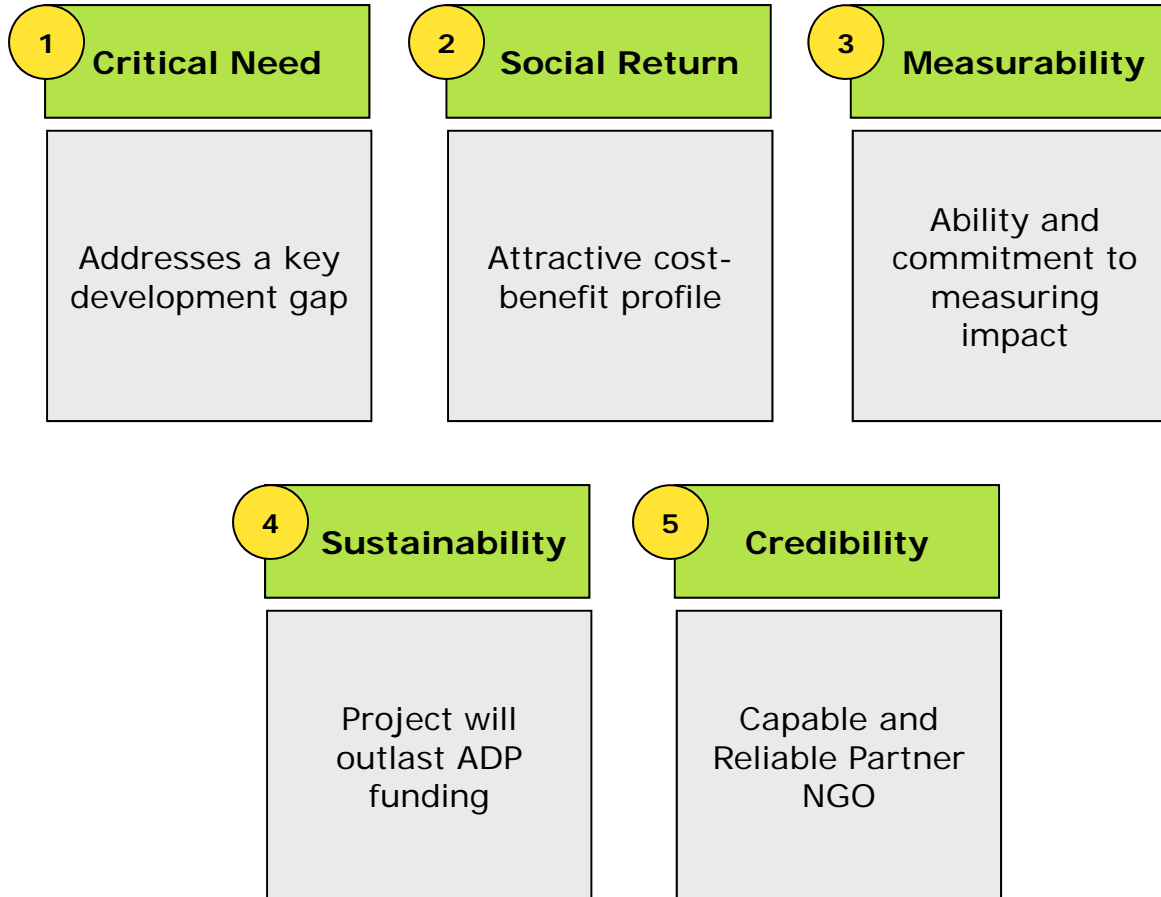
- **Website** (<http://www.DevelopPakistan.org>): Screening and evaluation forms, project team guide etc.
- **Forums** (<http://forums.DevelopPakistan.org>): Project team discussions and sharing of due diligence findings
- **Sector Knowledge:** In process – please contact your mentor for any organizational views on project types or learnings from past experience

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Our Five Criteria



Critical Need

- Are the beneficiaries **truly impoverished and needy**?
- How severely does the issue impact the community's **quality of life**?
- Are there reasonable **pre-existing alternatives** available to the community?
- Does the NGO have access to **other sources of funding**?

Social Return

- How well does the project **address the underlying need**?
- How **certain** are we that the project will succeed (i.e. risk level)?
- How **many people** will benefit (either directly or indirectly)?
- Does the **cost per beneficiary** appear attractive?
- Is the **budget reasonable**; can it be streamlined?
- Are there **most cost-effective solutions** available?

Measurability

- Will we be able to **measure the social return** created?
- Can we rely on research or **studies that prove impact**?
- Is the **NGO committed** to measuring impact?
- How **feasible** are site visits by ADP volunteers?

Sustainability

- Will the **impact last beyond our funding**?
- Will the **project survive** once our funding runs out?
- Does our funding **improve** the chances of **scalability**?
- How involved is the **community** in executing the project?

Credibility

- How impressive is the NGO **leadership**?
- Does the NGO have a **track record** of success in similar projects?
- Have we developed a **good working relationship** with the NGO?
- Are there strong **references** on the NGO's effectiveness and trustworthiness?

Useful Tips

Advice

- **Prioritize / stage the work**
 - Stage due diligence to first answer just the key questions
 - Once you're comfortable with those, then explore the next layer of detail
 - Avoid "nice-to-have" that won't change the final decision
- **Focus on the budget**
 - Is the cost per beneficiary attractive?
 - Are all costs accounted for? Can we do without some?
 - Are prices "market", or can we do better?
 - How will costs be covered once ADP funding runs out?
- **The NGO matters (a lot)**
 - Assessing the quality of our partner is one of the most important aspects of our due diligence
- **Would you give your own money?**
 - This is a good question to ask when you are trying to make a decision on a project

Benefits

- Volunteer time is precious – we want to use it efficiently and make sure it directly affects decision-making
- Excessive lists of "nice to have" questions can turn off non-profits from working with us
- The numbers can tell you a lot about the operational model, attractiveness, feasibility and sustainability
- Scrubbing budgets to remove "padding" and wastage is an important part of what we do
- Our best projects have always been with organizations that we trusted and liked
- Two identical projects have very different chances of success depending on the NGO
- The final decision is always a judgment call
- The answer to this question is often a good indicator of the right decision