

Performance Measurement in Non Profit Organization

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Abstract: *The nonprofit sector has continued to grow while providing critical social services and other acts of assistance (Baruch & Ramalho, 2006). These nonprofit organizations around the world are responding to public needs that unable to be met by governments (McHargue, 2003). Unlike private organizations, nonprofit organizations' goals are not creating profits but able to measure their success solely based on economic terms because there is no profit maximizing focus. Instead of distributing its revenues to owners and stakeholders, nonprofit organizations use their surplus revenues to achieve their mission. A nonprofit organization's revenue consists of the funds that are received from private donors, corporate donations, government grants, foundations and fees received for the delivery of programs and services.*

Keywords: Nonprofit sector

I. INTRODUCTION

The nonprofit sector has continued to grow while providing critical social services and other acts of assistance (Baruch & Ramalho, 2006). These nonprofit organizations around the world are responding to public needs that unable to be met by governments (McHargue, 2003). Unlike private organizations, nonprofit organizations' goals are not creating profits but able to measure their success solely based on economic terms because there is no profit maximizing focus. Instead of distributing its revenues to owners and stakeholders, nonprofit organizations use their surplus revenues to achieve their mission. A nonprofit organization's revenue consists of the funds that are received from private donors, corporate donations, government grants, foundations and fees received for the delivery of programs and services.

Performance ensures an effective production of results while it keeps organizations relevant and active to society (Berman, 2006). Performance is an interaction among the organization's leaders, clients and many other stakeholders (Herman & Renz, 2002). It stands for efficient and effective use of resources for the achievement of results (Berman, 2006) and it can be obtained through performance management and performance measurement.

"Performance measurement is quantifying, either quantitatively and qualitatively, the input, the output or level of activity of an event or process. Performance management in action, based on performance measures and reporting, which results in improvements in behavior, motivation and process that promotes innovation."

(Poister et al. 2014; Jones & Riley, 2014). According to Behn (2003), performance measurement is used for many purposes such as evaluating, motivating, promoting, controlling, and budgeting and improving, which are the eight managerial purposes of performance measurement. Performance measurement is a valuable tool in the hand of any organization when used correctly; it benefits the managerial purposes of an organization (Poister et al., 2014) and it can be used for internal learning within the organization (Newcomer & Bass 2010). Performance measurement can be used effectively and efficiently to enhance the outcome of their ability and as a tool to enhance their managerial aspects (Kaplan & Norton, 2001).

The concept of nonprofit organizational performance has been seen as somewhat ambiguous, disputed and difficult to grasp. The pressure for conceptualizing performance in nonprofit organizations is growing, and the importance of rationalizing their processes and norms is increasing speedily (Cutt & Murray, 2000), but defining performance in a single measure is considered challenging within the nonprofit sector. The recent theoretical study views and empirical studies have been reducing the viability of one single criterion. Even though researchers from all over the world have been interested in studying organizational performance, the effectiveness related literature seems to be in disunity (Papadimitriou 2007). Moxham added that (2009) the design of nonprofit measurement system has not received

enough attention. The nonprofit literature has a lack of consensus on criteria that should be used to measure performance. The design of performance measurement systems is limited, but the studies have shown that just as measuring the performance of the private and the public sector is possible, the use of performance measurement systems in the nonprofit sector is being neglected. However, there are many times opportunities to get reasonable, short-term outcomes that reflect the effectiveness of a nonprofit organization. Papadimitriou (2007) notes though that the topic of organizational performance in nonprofit organizations is widely discussed around the globe but then the implementation of different performance measurement systems are still lacking especially in the developing countries (Boland & Fowler 2000). This can be clearly seen among the NPOs in Malaysia. NPOs in Malaysia are in the form of either charitable corporation or a society. The societies which are registered, monitored and controlled by the Registry of Society (ROS), are governed by the Societies Act 1966 and Societies Regulation 1894 within the Ministry of Home Affairs (Zainon et al., 2013). Since 2005 there is rapid growth of 5% to 7% in the growth of nonprofit organization in Malaysia and currently there are that registered under the ROS (ROS, 2015). It has been recorded that the highest number of registration was from the state of Selangor, Federal state of Wilayah and followed by Penang and Johore (ROS, 2015). The growth of the nonprofit is actually a part of the role that been developed by the combination of Ministry of Home Affairs, Department of Social Welfare and Ministry of Women and Community Development. The reason behind the support and encouragement for nonprofit was due to the National Integrity Plan which was built to constitute the principles of "Rukun Negara" as well to achieve the vision 2020. It was created to establish a fully moral and ethical society whose citizen are strong in the religious and spiritual values and imbued with the highest ethical standard (NIP, 2008). The launch of Integrity Institute of Malaysia as a mechanism to promote and coordinate the implementation and enhance the nation to achieve the target as follows; to effectively support the growth of literacy, to curb the health issues such as drug and cigarette consumes in early age, strengthened the family institution and improve the quality of life of the citizen (NIP, 2008). This institute has worked and promotes in coordinating and aligned the NPO to achieve and supporting the National Integrity Plan. Therefore, there is an urgency need of NPO to support and to play a major role in upholding the principles however, there has been a lot of issue in the performance of each nonprofit organization which lead to the incompetency of management and sustainability. Norman (2009) also criticized that some NPOs are not able to engage themselves publically and lack of effectiveness in addressing current problems. Beside this they also unable identify their objectives and link it with the internal and external projects/programme. This proven that NPOs are not serious in the management especially practices within its own rank and they are lack of knowledge and understanding of the actual voluntary based management (Norman, 2009). Two major problems encounter by NPOs are the lack of attention to management and inability to create and maintain mutually satisfaction between their donors and beneficiaries (Miller, 2007). He added they also unable to inter connect between internal (micro) and external (macro) and relate it to their management objectives and mission. This has evident that NPOs, management are poorly maintained and not able to sustain. This problems leads NPOs to be ineffective and unsustainable (Miller, 2007). Ali Mostashari (2005) commented that nonprofit in Malaysia unable to sustain longer due to the lack of performance management tool. He mentioned that even there are some nonprofit is using it but then it could not been sustained due to lack of managerial experience. Therefore this research aims on how do nonprofit evaluates their outcomes through performance measurement by focusing on a selected case organization, Women Movement in Malaysia, ARROW. This research also will be looking at the effectiveness of one activity conducted by the case organization on how to view and get feedback on their outcome based on behavioral and environmental point. The research also aims to produce information, describe and analyze organizational performance in nonprofit organizations. The case study aims to increase the knowledge on nonprofit organizational performance measurement in the context of Malaysia in contributing to the wellbeing of the society.

II. SIGNIFICANCE

Performance measurement plays a pivotal role in the effective functioning of nonprofit organizations, and within the specific context of the women's movement in Malaysia, its significance is paramount. This process involves

systematically assessing the organization's performance against predetermined objectives, allowing for a comprehensive evaluation of its impact and efficiency.

Nonprofits, including those dedicated to the women's movement, often operate with a mission to address societal issues and bring about positive change. Performance measurement becomes a tool to gauge the effectiveness of their initiatives in advancing women's rights and empowerment. In the case of Malaysia, a diverse and dynamic country with its unique sociocultural landscape, understanding the impact of the women's movement is crucial for adapting strategies to the specific needs and challenges faced by women.

One key aspect of performance measurement is accountability. Nonprofits rely on the support of various stakeholders, including donors, volunteers, and the community. Demonstrating accountability through transparent and measurable outcomes is vital for maintaining trust and credibility. For the women's movement in Malaysia, this means showcasing tangible improvements in areas such as gender equality, access to education, healthcare, and workplace opportunities.

Resource optimization is another significant benefit derived from performance measurement. Nonprofits often operate with limited resources, making it essential to allocate them efficiently. By assessing the impact of different programs and initiatives, organizations can identify successful strategies and allocate resources where they are most needed. This is particularly relevant for the women's movement in Malaysia, where targeted interventions can address specific challenges faced by women in different regions or communities.

The case study on the women's movement in Malaysia provides an opportunity to delve into specific performance indicators tailored to the context. These indicators could include metrics related to educational attainment among women, workforce participation, healthcare access, and legislative advancements in favor of gender equality. By examining these indicators, the nonprofit organization can gain insights into the effectiveness of its initiatives and identify areas for improvement.

Challenges in advancing women's rights may include cultural barriers, legal constraints, and socio-economic disparities. Performance measurement allows nonprofits to identify these challenges and adapt their strategies accordingly. For example, if a particular region faces barriers to women's education, the organization can focus on targeted interventions, such as scholarship programs or awareness campaigns, to address these challenges.

Success stories within the case study offer valuable lessons and inspiration. Highlighting instances where the women's movement has made a positive impact can serve as a catalyst for further support and collaboration. Whether it's showcasing a community where gender stereotypes have been challenged or illustrating the positive outcomes of a skills development program for women, these success stories contribute to the overall narrative of progress within the women's movement in Malaysia.

Nonprofit organizations depend on significant funding sources like government, foundations, or philanthropic organizations, and even individual donors for financial support and assistance to provide services to their clients (LeRoux, 2010). Increasingly nonprofit organizations are rendering service (for a fee) to augment services offered by the government to the citizenry. The demand for nonprofit services keeps increasing, and for this reason, nonprofit organizations strive to secure more funding from external sources like the federal government, foundations, individuals, and other donors; this focus often breeds the eventual neglect of nonprofits clients if not well managed (Beamon & Balcik, 2008; Ebrahim & Rangan, 2010).

At times, nonprofit organizations may venture into business activities to generate more revenue, which could contribute to mission drift. Financial assistance from major contributors, such as foundations, could contribute to or distort nonprofit missions due to external control (Cornforth, 2014; Jones, 2007). Mission drift consequently obscures the overall goals of nonprofit organizations. Receiving financial assistance from various sources then places a responsibility on the nonprofit organizations to demonstrate accountability. Additionally, nonprofit organizations are accountable to their clients and organizational mission. A principal means by which nonprofit organizations demonstrate accountability is by measuring, monitoring, and reporting performance. Performance measurement is essential for various reasons, and the most prominent among them is to show accountability. For instance, knowing whether homeless people have been provided shelter and are off the streets will require some form of performance measurement.

It must be noted that an essential component of performance measurement is the use of performance metrics. The utilization of performance metrics enhances the collection and sharing of performance information to stakeholders (Gormley & Weimer, 1999, p. 3). Colyvas (2012) argued that “information obtained from using performance metrics helps compare actual performance against plans or goals” (p. 169). Again, performance measurement enables nonprofit organizations to determine that the organization is not deviating from its purpose (LeRoux & Wright, 2010, p. 2). Consequently, what gets measured is essential since it shows which stakeholders’ interest nonprofit human services organizations prioritize.

III. TYPES

Financial Metrics:

Budget Adherence:

Budget adherence is a critical component of financial management for organizations, including nonprofits. It involves the systematic monitoring and control of expenses to ensure that actual spending aligns with the planned budget. This practice is essential for maintaining financial stability, fostering accountability, and achieving long-term sustainability. At its core, budget adherence is about comparing planned financial allocations with the actual expenditures incurred during a specific period. Nonprofit organizations, like their counterparts in the for-profit sector, rely on budgets as comprehensive financial roadmaps that guide their activities. These budgets outline anticipated income and detail how funds will be allocated across various operational areas, such as programs, administration, and fundraising. Achieving budget adherence implies aligning day-to-day financial decisions with the strategic financial plan outlined in the budget. One of the primary objectives of budget adherence is to ensure financial prudence and responsible resource management. By adhering to the budget, nonprofits can avoid overspending or misallocating resources, mitigating the risk of financial instability. This is particularly crucial for nonprofits that often operate with limited resources and depend on donations, grants, and other forms of funding to sustain their mission-driven activities. Effective budget adherence requires ongoing monitoring and periodic assessments. Organizations must establish robust financial control mechanisms to track actual expenditures against budgeted figures. Regular reviews enable stakeholders to identify variances and discrepancies, allowing for timely corrective actions. This proactive approach ensures that any deviations from the budget are addressed promptly, preventing potential financial crises and supporting the organization's overall financial health. Beyond financial stability, budget adherence is closely tied to accountability and transparency. Nonprofits often operate with the support of donors and stakeholders who entrust them with financial resources to fulfill their mission. Demonstrating a commitment to budget adherence instills confidence in these supporters, showcasing responsible stewardship of the funds entrusted to the organization. Transparency in financial management is integral to maintaining the trust of donors and the wider community, fostering a positive reputation and sustained support for the nonprofit's initiatives. Budget adherence also plays a crucial role in strategic decision-making. As organizations strive to achieve their mission and goals, having accurate and up-to-date information on budget adherence enables leaders to make informed choices. For instance, if a particular program or initiative consistently exceeds its allocated budget, decision-makers can assess the reasons behind the overruns and strategize on necessary adjustments. This adaptive approach to financial management enhances the organization's agility and ability to navigate changing circumstances.

Resource Allocation:

Resource allocation is a fundamental aspect of organizational management, encompassing the strategic distribution of resources to various activities and functions. In the context of nonprofit organizations, effective resource allocation is crucial for achieving their mission, optimizing impact, and ensuring sustainable operations. This practice involves judiciously allocating financial, human, and other resources to different programs, projects, and operational areas based on organizational priorities and goals. Financial resource allocation is perhaps the most tangible and directly measurable aspect of this process. Nonprofits typically operate within limited financial constraints, relying on funding sources such as donations, grants, and sponsorships. Skillful financial resource allocation requires aligning budgeted amounts with the organization's strategic objectives. It involves making informed decisions on how to distribute funds among different programs and operational needs to maximize impact while adhering to budgetary constraints. In addition to

financial resources, human resources play a pivotal role in the success of nonprofit initiatives. Resource allocation in this context involves assigning personnel to various tasks and projects based on their skills, expertise, and the requirements of the organization. Efficient allocation of human resources ensures that individuals are engaged in activities that align with their strengths and contribute most effectively to the organization's goals. This may involve strategic hiring, staff training, and periodic evaluations to optimize the workforce's overall performance. Technology and infrastructure are additional components of resource allocation. Allocating resources for the acquisition and maintenance of technology infrastructure is crucial for organizations aiming to stay current and effective in an ever-evolving digital landscape. Properly maintained and up-to-date infrastructure ensures that nonprofits can leverage technological advancements to improve their outreach, data management, and overall organizational efficiency. Strategic planning is a key driver in resource allocation for nonprofits. This involves aligning resource allocation decisions with the organization's mission, vision, and long-term goals. Through a comprehensive understanding of the external environment and internal capabilities, nonprofits can identify areas where resources will have the most significant impact. Regularly reassessing these strategic priorities allows organizations to adapt to changing circumstances and reallocate resources as needed to remain agile and responsive. Effective communication is crucial in the resource allocation process. Transparent communication with stakeholders, including donors, board members, and the broader community, is essential in building trust and support. Clearly articulating the rationale behind resource allocation decisions, demonstrating accountability, and showcasing the impact achieved through these allocations can foster a positive perception of the nonprofit's operations. Challenges in resource allocation may arise due to unexpected events, shifts in donor priorities, or changing community needs. Nonprofits must be prepared to reassess and reallocate resources dynamically. Flexibility in resource allocation strategies allows organizations to respond effectively to emerging challenges and opportunities, ensuring continued relevance and impact.

Financial Stability:

Financial stability is a cornerstone of organizational health, and for nonprofit organizations, it is a critical factor in fulfilling their mission, sustaining operations, and building long-term impact. Achieving and maintaining financial stability involves prudent financial management, strategic planning, and a commitment to transparency. At its core, financial stability for nonprofits entails having the necessary resources to meet current and future obligations while being resilient to financial shocks or uncertainties. This goes beyond just having a balanced budget; it involves a comprehensive approach to fiscal responsibility and sustainability. One key aspect of financial stability is revenue diversification. Relying on a single source of funding can expose nonprofits to significant risks if that source diminishes or disappears. Diversification involves cultivating multiple funding streams, such as individual donations, grants, corporate sponsorships, and earned income. By diversifying revenue sources, nonprofits can create a more robust financial foundation, reducing vulnerability to external fluctuations. Effective budget management is another crucial element. Developing a realistic budget that aligns with the organization's goals and mission is the first step. Regularly monitoring and adjusting the budget based on actual financial performance allows nonprofits to stay on track and make informed decisions. This includes assessing program costs, administrative expenses, and fundraising efforts to ensure a balanced and sustainable financial structure. Reserve funds play a pivotal role in financial stability. Establishing and maintaining reserves provide a financial cushion for unforeseen challenges, economic downturns, or unexpected expenses. Reserves act as a buffer, allowing nonprofits to weather short-term financial fluctuations without compromising their core programs or services. Striking the right balance between building reserves and allocating funds for immediate needs is crucial for sustained financial stability. Transparency is a guiding principle in maintaining financial stability. Nonprofits must communicate openly about their financial health, decisions, and outcomes with stakeholders, including donors, board members, and the community. Timely and accurate financial reporting builds trust and credibility, fostering a positive relationship with supporters. Transparency is not only an ethical practice but also an essential element in attracting and retaining donors who seek accountability in the organizations they support. Efficient cost management contributes significantly to financial stability. Nonprofits must continuously assess their operating costs and seek ways to optimize efficiency without compromising the quality of their programs and services. This may involve evaluating vendor contracts, exploring collaborative partnerships, or leveraging technology to streamline operations. Financial planning is inherently linked to strategic planning. Aligning financial goals with the

organization's mission and strategic objectives ensures that financial resources are allocated effectively to achieve the desired impact. Long-term financial stability requires a forward-looking approach that considers both immediate needs and future sustainability. Nonprofits must continuously assess their operating costs and seek ways to optimize efficiency without compromising the quality of their programs and services. This may involve evaluating vendor contracts, exploring collaborative partnerships, or leveraging technology to streamline operations. Financial planning is inherently linked to strategic planning. Aligning financial goals with the organization's mission and strategic objectives ensures that financial resources are allocated effectively to achieve the desired impact. Long-term financial stability requires a forward-looking approach that considers both immediate needs and future sustainability. Collaboration with stakeholders, including donors, board members, and financial advisors, is integral to financial stability. Engaging in open and constructive dialogues allows nonprofits to benefit from diverse perspectives, financial expertise, and support. Building a strong network of supporters who understand and actively contribute to the organization's financial health enhances resilience and stability. Collaboration with stakeholders, including donors, board members, and financial advisors, is integral to financial stability. Engaging in open and constructive dialogues allows nonprofits to benefit from diverse perspectives, financial expertise, and support. Building a strong network of supporters who understand and actively contribute to the organization's financial health enhances resilience and stability.

Program Effectiveness Indicator

Success of Specific Initiatives:

The success of specific initiatives is a critical measure of an organization's effectiveness, particularly in the nonprofit sector where the focus is on creating positive and meaningful impact. The term "initiatives" refers to targeted projects, programs, or endeavors undertaken by a nonprofit to address specific needs or advance its mission. Evaluating the success of these initiatives involves assessing their outcomes, impact, and the extent to which they contribute to the organization's overarching goals. One key aspect of measuring the success of specific initiatives is defining clear and measurable objectives from the outset. Setting precise and achievable goals provides a basis for assessment. These objectives should align with the nonprofit's mission and contribute to its broader vision, allowing stakeholders to gauge the initiative's impact on the organization's strategic direction. Monitoring and evaluation play a central role in determining the success of initiatives. Establishing key performance indicators (KPIs) allows nonprofits to track progress, measure outcomes, and assess the effectiveness of their initiatives. Regular data collection, analysis, and reporting provide insights into whether the initiative is meeting its intended targets and producing the desired impact. This evidence-based approach not only informs ongoing decision-making but also enhances accountability to stakeholders. Stakeholder engagement is crucial in gauging success. Involving beneficiaries, community members, donors, and other relevant stakeholders in the evaluation process provides diverse perspectives on the initiative's impact. This participatory approach fosters transparency and ensures that success is measured not only by internal benchmarks but also by the perceived value and benefit experienced by those directly affected. Adaptability is a key consideration when evaluating the success of specific initiatives. Nonprofit organizations often operate in dynamic environments, and the ability to adjust strategies based on real-time feedback is essential. If initial assessments indicate that an initiative is not achieving the desired outcomes, nonprofits must be prepared to pivot, modify strategies, or implement corrective measures to enhance effectiveness. Long-term sustainability is another dimension of success for specific initiatives. While short-term accomplishments are important, sustainable impact requires considering the initiative's lasting effects and its potential to create positive change over an extended period. This involves assessing the initiative's scalability, replicability, and its capacity to endure beyond the initial implementation phase. Communication of success is a critical aspect of nonprofit initiatives. Effectively conveying the achievements, lessons learned, and impact of specific initiatives to both internal and external stakeholders contributes to organizational credibility and support. Sharing success stories can also inspire donor confidence and attract additional support for future initiatives.

Efficient Resource Utilization:

Efficient resource utilization is a cornerstone of effective organizational management, and for nonprofits, it is particularly crucial as they often operate with limited resources while striving to maximize their impact. This concept involves optimizing the allocation and deployment of resources, including financial, technological, and time-

related assets, to achieve the organization's goals and fulfill its mission in the most effective and sustainable manner. Financial resource efficiency is a primary consideration. Nonprofits must carefully budget and allocate funds to various programs, administrative functions, and fundraising efforts. This involves strategic decisionmaking to ensure that resources are directed to activities that generate the most significant impact and align with the organization's mission. Monitoring expenditures, avoiding unnecessary costs, and seeking cost-effective solutions contribute to efficient financial resource utilization. Human resource efficiency is equally essential. Nonprofits often operate with lean teams, and allocating personnel effectively is critical for achieving organizational objectives. This includes matching skills and expertise with specific tasks, providing opportunities for professional development, and fostering a positive work environment that enhances productivity. Efficient human resource utilization also involves strategic recruitment, training, and retention practices to ensure that the organization has the right talent in the right roles. Technological resource efficiency is increasingly relevant in the digital age. Nonprofits can leverage technology to streamline operations, enhance communication, and improve overall efficiency. Investing in appropriate technology and ensuring that staff members are trained to use it effectively contribute to efficient resource utilization. This includes adopting tools for data management, communication platforms, and systems that support program delivery and organizational operations. Time management is a critical component of efficient resource utilization. Nonprofits often face time constraints due to project deadlines, grant cycles, and other time-sensitive factors. Prioritizing tasks, setting realistic timelines, and minimizing unnecessary delays contribute to effective time management. This includes aligning activities with strategic priorities, avoiding duplication of efforts, and ensuring that time is allocated proportionally to high-impact initiatives. Collaboration and partnerships are valuable strategies for efficient resource utilization. Nonprofits can pool resources, share expertise, and collaborate with other organizations to achieve common goals. This collaborative approach fosters efficiency by reducing duplication of efforts, leveraging collective strengths, and expanding the impact of shared resources. Regular monitoring and evaluation are integral to assessing and improving resource utilization. Nonprofits should implement mechanisms to track the efficiency of their operations continually. This involves analyzing data, assessing key performance indicators, and soliciting feedback from stakeholders. By regularly evaluating resource allocation and utilization, organizations can identify areas for improvement and adjust strategies to enhance efficiency.

Social Impact Assessment

Community Engagement:

Community engagement is a dynamic and reciprocal process that involves the active participation, collaboration, and interaction between a nonprofit organization and the communities it serves. It goes beyond traditional models of outreach, emphasizing a two-way dialogue that seeks to involve community members in decision-making processes, problem-solving, and the co-creation of solutions. Effective community engagement begins with understanding and respecting the diverse perspectives, needs, and assets within a community. It requires genuine efforts to build relationships and trust, recognizing that the community is an essential partner in the organization's mission. This process involves listening to community voices, valuing local knowledge, and incorporating the insights of those directly affected by the organization's initiatives. Nonprofits can engage communities through various channels, including town hall meetings, focus groups, surveys, and digital platforms. Meaningful engagement goes beyond mere information-sharing; it empowers community members to actively participate in shaping the organization's priorities and activities. This participatory approach fosters a sense of ownership and connection, creating a more sustainable and impactful relationship between the nonprofit and the community. Community engagement is not a one-time event but an ongoing, iterative process. Regular communication, responsiveness to feedback, and adaptability are essential elements. By maintaining open lines of communication, nonprofits can stay attuned to the evolving needs and priorities of the community, allowing for flexible and informed decision-making. The benefits of robust community engagement extend beyond programmatic success. Engaged communities are more likely to support and champion the organization's mission, becoming advocates for positive change. Moreover, the diverse perspectives gained through community engagement enhance the organization's understanding of local dynamics, contributing to more culturally competent and effective initiatives.

Stakeholder Satisfaction:

Stakeholder satisfaction is a crucial metric for nonprofit organizations, measuring the contentment and fulfillment of those individuals, groups, or entities with a vested interest in the organization's activities and outcomes. Stakeholders can include donors, beneficiaries, volunteers, board members, staff, and the broader community. Ensuring stakeholder satisfaction is integral to building trust, fostering positive relationships, and sustaining the organization's mission. For donors, satisfaction often hinges on transparent communication, demonstrating the impact of their contributions, and showcasing prudent financial management. Providing regular updates, sharing success stories, and illustrating how funds are utilized contribute to donor satisfaction. Establishing a clear line of communication and expressing gratitude for their support enhances the donor's sense of connection to the organization's mission. Beneficiary satisfaction is a key indicator of program effectiveness. Understanding the needs and expectations of those directly impacted by the organization's initiatives is essential. Regular feedback mechanisms, such as surveys or focus groups, enable nonprofits to assess the relevance and success of their programs from the perspective of the beneficiaries. Meeting or exceeding the expectations of those served contributes to overall stakeholder satisfaction. Volunteer satisfaction is critical for retaining a committed and passionate workforce. Nonprofits rely heavily on the dedication of volunteers, and ensuring their experience is fulfilling and meaningful is paramount. This involves providing clear roles, recognizing contributions, and offering opportunities for skill development and personal growth. Regular feedback sessions and expressions of appreciation contribute to a positive volunteer experience. Board members play a strategic role in governance, and their satisfaction.

Alignment with Mission:

Alignment with mission is the core compass that guides nonprofit organizations in their pursuit of positive impact. It signifies the harmonious integration of activities, goals, and strategies with the organization's stated mission and values. Maintaining alignment ensures that every initiative, from program development to resource allocation, resonates with the overarching purpose of the nonprofit. It involves regularly evaluating whether actions and outcomes remain true to the mission's spirit and intent. Organizations achieve alignment with their mission by setting clear objectives, regularly assessing progress, and adapting strategies to evolving circumstances while staying true to their fundamental values. This commitment reinforces the organization's credibility, fostering trust among stakeholders, including donors, beneficiaries, and the community at large. Alignment with mission is not a static achievement but an ongoing commitment that requires vigilance, adaptability, and a sincere dedication to the principles that define the nonprofit's raison d'être. Ultimately, it is this alignment that empowers nonprofits to make a lasting and meaningful contribution to the causes and communities they serve.

IV. OBJECTIVES

- To expand outreach and increase community engagement.
- To strengthen partnerships and collaborations with other organizations.
- To diversify funding sources and increase financial sustainability.
- To develop and implement innovative programs and services.
- To enhance volunteer recruitment and retention efforts.
- To improve the effectiveness of fundraising campaigns.
- To enhance staff training and professional development opportunities.
- To streamline administrative processes and improve operational efficiency.
- To enhance the organization's visibility and brand awareness.
- To measure and communicate the organization's impact and outcomes.
- To foster a culture of innovation and continuous improvement.
- To increase donor retention and cultivate long-term relationships.
- To expand program reach and serve a larger number of beneficiaries.
- To enhance the organization's advocacy and policy influence.
- To improve the effectiveness of communication and marketing strategies.

- To strengthen board governance and leadership development.
- To ensure program sustainability and long-term impact.
- To promote diversity, equity, and inclusion within the organization.
- To optimize resource allocation and financial management.
- To leverage technology to enhance program delivery and organizational efficiency.

V. FEATURES

*Strategic Alignment:

Clearly articulating organizational goals and objectives that align with the Nonprofit's mission and vision.

Ensuring that every initiative and activity is strategically aligned with the Overarching purpose , reinforcing a cohesive and purpose-driven approach

*Key Performance Indicator:

Identifying and defining relevant KPIs that are specific, measurable, achievable, relevant, and time-bound (SMART).

Tailoring KPIs to different areas, such as program impact, financial health, stakeholder satisfaction, and community engagement.

*Outcome Evaluation:

Conducting thorough evaluations to assess the tangible outcomes and long-term impact of the organization's programs and initiatives.

Emphasizing a results-oriented approach that goes beyond outputs to measure the actual changes brought about by the nonprofit's interventions.

*Stakeholder Involment:

Establishing mechanisms for regular and meaningful engagement with diverse stakeholders, ensuring their perspectives and insights contribute to the performance measurement process.

Incorporating beneficiary feedback to validate program effectiveness and improve services based on direct input.

*Continuous Improvement Culture:

Fostering a culture that encourages learning from both successes and challenges, emphasizing the importance of adaptability and continuous improvement.

Establishing a feedback loop within the organization that allows staff at all levels to contribute insights and ideas for improvement.

*Efficient Resource Utilization:

Implementing processes to assess and optimize the allocation of financial, human, and technological resources.

Regularly reviewing budget adherence, cost-effectiveness, and operational efficiency to ensure resources are utilized to maximize impact.

*Community Impact Assessment:

Going beyond program-specific outcomes to evaluate the broader impact of the organization on the community and society.

Considering both intended and unintended consequences to ensure a comprehensive understanding of nonprofit's influence.

*Learning and Adaptability:

Establishing mechanisms for reflection and learning, facilitating the sharing of insights and best practices among staff and stakeholders.

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Demonstrating adaptability by using performance data to inform strategic decisions and adjust organizational strategies as needed.

***Transparent Reporting:**

Developing clear and accessible reporting mechanisms to communicate performance results to various stakeholders. Providing detailed insights into program outcomes, financial health, and overall organizational performance to build transparency and accountability

VI. METHODOLOGY

As a strategy of the research, this study will use evaluation research as a method and the needed data for this research will be collected through participant observation and semi-structured interviews. The research interest of this study is knowledge applied in the nonprofit organizational field. The study will use previous research findings in through literature, document analysis, theme-interviews and participant observation as a method of data collection and the source of information in the field. The research method was chosen based on the field work, which will allow the interviews of the mothers and the children to be done in a familiar atmosphere. Also, including participant observation into the study will be possible because of the fieldwork. Researching the effectiveness of the case nonprofit organization would be fairly difficult unless there were a possibility for observing the lives of the mothers and their daughters and reporting it anonymously through participant observation. Qualitative research methodologies have been pre-dominating the inquiries on nonprofit organizational measurement. The measurement of outcomes focuses on qualitative results. The positive effects of a program are the focus of outcome measuring. Activities organized by a nonprofit organization result in benefits for the intended beneficiaries. There are two ways to measure outcomes; first, they can be measured as internal through the achievement of the organization's mission and chosen objectives. Second, they can be measured as external through client or user satisfaction (Lee & Nowell 2015.) According to Bagnoli and Megali (2009) one of the ways for outcome evaluating can be done through the improvement of life prospects. A qualitative approach is useful when the goal is adding knowledge or understanding about phenomena with definite prior knowledge. Qualitative research is many times used in behavioral and social sciences, but nowadays it is also seen widely in management research. (Gummeson 2000; Voss et al. 2002). This study also focusing by implementing the evaluation technique which is considers being part of social research. There are four recognized evaluation strategies; scientific-experimental models, management oriented systems models, qualitative/anthropological models and participants-oriented models (Tangen, 2005). Evaluation can be carried out either as an internal evaluation or an external evaluation. Internal evaluation is done by the personnel of the organization. External evaluation is carried out from the outside of the organization. Since the observer is not a staff member of the organization, this study will be done as an external evaluation. To conduct this research behavioral and environmental perspective been used as the tool of evaluation as been discussed in the literature. Evaluation research was chosen for the study because of the usefulness and utility in qualitative studies, and as a method evaluation research can bring about the information that is needed for the study to respond to the research question. Patton (1994) mentioned, qualitative evaluation offers reliable partial solutions to problems of outcome evaluation, which makes qualitative evaluation a valid research method in this research. This research method also helps the study to avoid "sentimental failures to problematize its own analysis and solutions" (Patton 1994). The methodological approach of the research follows a descriptive evaluation study. The aim is to investigate the activities of ARROW and to look to their consequences. The aim of qualitative evaluation is to understand the current situations and present proposals for the development of the situation. Interviews along with the participant observation are the main way of collecting empirical data in this research. This research contains eight semi-structured questions with 10 participants of the activity. All the respondents will be interviewed through face o face. Since the researcher interview the participants at the premises it does not takes more than two weeks to complete the interview session. Each interview takes approximately 30 minutes. Interviews are considered as purposeful discussions between two or more people. It is possible to divide interviews into different categories. These categories are structured, semi-structured and unstructured interviews. Semi-structured interviews require a set of themes and questions that are prepared beforehand, but the questions may vary based on the flexibility of the semi-structured

interview method (Saunders et al. 2009). All the interviews were recorded digitally and transcribed verbatim. In addition to the interviews, participant observation in the field, including the web sites of the case organization and other documents received on the organization's function were examined to corroborate the transcribed data to ensure validity. Participant observation as an information gathering method has experienced a rapid growth in the recent years. Participant observation as a data collecting method is used especially in ethnographic studies (Levers, 2013). Several advantages can be found from participant observation, which is considered an analytic tool but also a form of data collection. Some of the benefits of participant observation are enhancing the quality of the analysis of data and quality of interpretation of data that is gained during the fieldwork. (DeWalt, 2010) Schensul et al. (1999, 91) describe participant observation as a learning method which includes the observation of day-to-day routines or participant's activities. The data which was collected from the interviews was categorized in one chart according to the interview themes. Common themes were recognized in the collected data and identified accordingly. There will be a simple this compact form of data display helped the researcher to identify the common themes. Each fieldwork situation was analyzed separately. After each participant observation the researcher analyzed the notes and made summaries of the fieldwork situations. When a research is done as a case study, it is possible to use various data collection methods (Gummesson 2000). This research will be based on two themes; behavioral and environment which was developed from the objectives of the study. According to Gummesson, (2000) it is very much useful to use various data collection method when analyzing a case study

VII. CONCLUSION

The purpose of this research was to describe and analyze nonprofit organizations' performance measurement and the evaluation of performance measurement's outcome perspective. The first part of the research focused on defining performance measurement and its role in nonprofit organizations as the literature review focused on the design of nonprofit performance measurement systems. The theoretical framework of the research was built from the six main perspectives of performance measurement. These perspectives were inputs, outputs, outcomes, public value accomplishment, networks and institutional legitimacy and organizational capacity. Based on the outcome perspective of performance measurement, this study focused on outcome measuring in nonprofit organizations. The second part focused on examining the structure, development and use of outcomes in nonprofit organizations from the perspective of behavioral and environmental changes. The outcome measurement perspectives were adapted from Lampkin et al. (2006) as it gave an insight to the performance measurement's outcome dimensions. This model was adapted in the study to highlight the relations among the organizational objectives, behavioral and environmental changes and outcome measures. Framework seeks to find out the objectives of the organization, as well as the targets the organization is thriving for in order to improve the organization's performance measurement. Second, the framework aims to respond what kind of intellectual capital the organization needs to achieve its targets. Third, the framework aims to find out how outcomes can be measured in the case nonprofit organization. In this research, the outcomes were evaluated through three main perspectives (hypernyms), which were improved condition, increased skills and modified behavior. These three perspectives were divided into hyponyms, which included social status, economic condition/education programs, community status, learning new skills, improvement in knowledge, behavioral changes and incidence of desirable activity.

It was shown that through the performance measurement in the case organization it is possible to evaluate the achieved goals and to recognize what kind of intellectual capital is needed to achieve the targets of the organization. Performance measurement also alleviates the organization in recognizing the outcome measures that can be used for performance measurement to perceive whether the organization is reaching the required targets or not. Through the behavioral and environmental changes that are seen in the organization, it is possible to recognize whether the organization is truly contributing to the change and transformation of the lives of the individuals. This research indicated that the case organization is making an impact in the lives of the mothers and their daughters through the functions of the organization. The three measures; improved condition, increased skills and modified behavior showed that the participants' lives had encountered great changes after they had started to participate in the activities of ARROW.

As a final conclusion, it is possible to assume that performance measurement's role is substantial in any nonprofit organization because it increases the knowledge about the organization's current situation, whether it is about the inputs, outputs, outcomes, public value accomplishment, networks and institutional legitimacy or organizational capacity.