

INFORMATION NOTE

EFC Research Task Force

Research Priorities: Research Agenda: Part II

A key objective of the EFC Research Task Force is to promote better knowledge of and visibility for foundations and their activities in Europe. The Task Force has drawn up a “Research Agenda”, which aims to serve as a road map to identify a series of research topics which should be addressed and to collect key data on the foundation community.

Part two of the Research Agenda aims to document Foundations’ Frameworks & Impact by developing information notes which aim to provide some generic answers on selected priority areas of information for which qualitative data would be compiled, where possible identifying trends and patterns.

Seven information notes are currently available on the EFC website about foundations’ investment and income; cooperation among foundations; foundations’ cooperation with corporations and public authorities; foundations’ founders; foundations’ cooperation with non-profit organisations; and who runs foundations – see ‘foundations’ practices and operating frameworks’: <http://www.efc.be/projects/eu/research/default.htm>

During its meeting in April 2007, the Task Force decided to prepare an information note on “How do foundations evaluate?” by compiling resources in that field which are available at the EFC. This note examines the uses of evaluation in foundations and outlines evaluation tools, methodology and good practice by public benefit foundations in some European countries. It concludes with a select bibliography.

How do Foundations Evaluate?

In the past decade, philanthropic foundations have paid increased attention to evaluating their actions and developing new approaches to evaluation. This emphasis on the outcome of funding activities is part of the broad “foundation effectiveness” and “strategic philanthropy” movements which are developing around the world.

The generally agreed definition of evaluation is “*the systematic determination of merit, worth, and significance of something or someone; evaluation often is used to characterise and appraise subjects of interest in a wide range of human enterprises - evaluation approaches are conceptually distinct ways of thinking about, designing and conducting evaluation efforts*”¹.

As for philanthropic work, traditionally, evaluation was merely a way to prove the link between cause and effect, to show that a grantmaker and its grantees are delivering the promised results. Today, grantmakers increasingly view evaluation as a means to learning about their own funding or operating activities in order to achieve greater effectiveness and social impact.

Paradoxically, the available information suggests that there are still relatively few European foundations which conduct formal evaluation, and only one noteworthy study has examined evaluation methods by European foundations². However there is evidence that interest in evaluation is growing in Europe: in a meeting convened by the International Network on Strategic Philanthropy (INSP)³ in November 2002, leaders of seven European foundations discussed a wide range of innovative evaluation and learning activities they have integrated into their work. This reveals European foundations’ willingness to see evaluation as a core activity directly contributing to achieving their strategic purposes and goals.⁴

¹ Source: Wikipedia <http://en.wikipedia.org/wiki/Evaluation>

² *European foundations and corporate funders: evaluation methods*. - Brussels : European Foundation Centre & Compagnia di San Paolo, 1998

³ For more information on the project, see *The role of evaluation in the 21st century foundation* / Edward Pauly. - Gütersloh : Bertelsmann Foundation, 2005, and http://www.bertelsmann-stiftung.de/cps/rde/xchg/SID-0A000F14-0DDBB6EA/bst_engl/hs.xsl/prj_7504_7512.htm

⁴ *The role of evaluation op.cit.*

This note captures broad elements of foundation evaluation and provides outlines of the processes and methods most frequently described in the available literature. They are completed with concrete examples which illustrate the variety of foundations' specific practices. The note is structured in the following sections: evaluation functions, evaluation level and focus; evaluation guidelines and tools; evaluation methodology; evaluators; evaluation reporting

1. Evaluation function in foundations

Even though the term 'evaluation' is freely used in the foundation sector to encompass an almost limitless array of processes serving many different purposes⁵, there has recently been a clear shift away from using evaluation to measure the impact of past grants, and towards a more pragmatic process of gathering forward-looking information which enables grant makers and grantees alike to make ongoing improvements in their work.

In this new context, evaluation can be defined as: "*the systematic and organised collection of information about the activities, characteristics, and outcomes of a programme, which are relevant to make judgments about the programme, improve programme effectiveness, and/or inform decisions about future programming*"⁶. For European foundations, evaluation is an instrument which teaches important lessons to be used by foundations, their partner organisations, other civil society organisations, and governments. In this role, evaluation has increasingly been recognised as having the capacity to strengthen foundations' accountability, management, understanding of their work's results, and their credibility, by disseminating powerful lessons about those results⁷.

There is no off-the-shelf approach to foundation evaluation. For foundations, the central question in designing an evaluation process is: what do we most need to learn so we and our partners can meet the foundation's goals? As foundations operate in different contexts, face different challenges, have different missions, values, strategies, assets, support and, as a consequence, participate in many different kinds of activity, they have different learning needs – and different learning goals require very different evaluation approaches. The various evaluation models and tools provide foundations with a range of options from which to choose the evaluation approach best suited to each foundation's agenda.

2. Different levels of evaluation⁸/Focus of evaluation

• Project-level/ Grant monitoring evaluations

Project evaluation aims to assess the individual grant and investigate whether or not a grant's recipient achieves the promised outcomes. It can be defined as the ongoing collection and analysis of information for use in decision-making. When performing grant evaluation, foundations usually distinguish between *ex ante* grant evaluation (before agreeing to give grant for the project proposal) and *ex post* grant evaluation (after the grant is provided and the project is being implemented). Both methods are based on criteria defined to best capture the required information. Foundations can use standard criteria developed by governments or the private sector when assessing project value, or fix ad hoc grant-making criteria according to a single project's characteristics. For each of these phases, the relevant questions to ask and evaluation activities may differ between foundations.

Examples

- ⇒ A recent study⁹ promoted by the [Unidea Unicredit Foundation](#) (Italy) concluded that for Italian banking foundations the main recurrent *ex ante* project evaluation criteria are: innovation, focus on the territory, presence of co-financing, social impact, network capability, collaboration with other public institutions and the private sector.

⁵ *From insight to action: new directions in foundation evaluation* / Mark Kramer, Rebecca Graves, Jason Hirschhorn. - Boston: FSG Social Impact Advisors, 2007

⁶ *From insight to action*, op. cit.

⁷ *The role of evaluation*, op.cit.

⁸ *Striving for philanthropic success: effectiveness and evaluation in foundations*. - Gütersloh : Bertelsmann Foundation, 2001

⁹ *Valutare il non profit: per una misurazione condivisa delle attività associative* / Nadio Delai (ed.). - Milan : Bruno Mondadori, 2005

- ⇒ Regarding *ex post* grant evaluation, the [Lloyds TSB Foundation for England & Wales](#) (United Kingdom) defines a monitoring and evaluation policy which focuses on evaluating the difference the grant has made as well as the challenges faced¹⁰.
- ⇒ For the Esmée Fairbairn Foundation (United Kingdom) *ex post* evaluation should consider the project's strengths and weaknesses and analyse success and failure.

- **Cluster-level/ Programme evaluation**

Programme evaluation is carried out by clustering a set of grants and sorting them according to common elements. Evaluations of grant clusters or programme initiatives allow the foundation to achieve economies of scale by contracting one external professional evaluator to work across multiple organisations and sites.

Example

- ⇒ [Fondation de France](#) (France) started an [evaluation of programs in 2005](#), aiming to evaluate the projects supported over a six-year period. The foundation considered this approach the most appropriate to verify whether the projects were still relevant over the long term and whether they could still be 'innovative' in a societal context (an evaluation of societal needs, changes in laws, etc.). The evaluation process confirmed the validity of most projects but, in some cases, it revealed that some kinds of project no longer needed to be supported owing to changes in the law. However, the evaluation findings recommended tackling emerging needs, or parts of the programme objectives which remain under-represented in legislation.

- **Impact-level/ Policy-making evaluation**

This type of evaluation looks at a foundation's overall impact on the outside world. European foundations increasingly use evaluation to understand better the results of their funding efforts, enabling them to inform the wider public about their actions and influence activities by civil society and public authorities.

Examples

- ⇒ The [Bernard van Leer Foundation](#) (Netherlands) undertook [The Effectiveness Initiative \(EI\)](#) in 1999 to explore the characteristics and origins of effectiveness in the early childhood development programmes they funded. This evaluation process aimed to promote an international dialogue on effectiveness that deepens understanding of how to create and/or support effective programming for young children and families.
- ⇒ [The Health Foundation](#) (United Kingdom) stresses in its [evaluation approach](#) how a rigorous programme of evaluation is central to its strategy for improving the quality of healthcare, communicating the evaluation's findings to decision-makers in the field, and providing a forum for evidence-based analysis and debate about quality and health system performance issues.

3. Policies and Guidelines/evaluation tools

As US foundations have gained experience in using evaluation methods, several evaluation handbooks have been developed¹¹. In the European context, only a few examples of evaluation tools have been registered. They include the following:

In its self-assessment tool¹² for trusts and foundations of all sizes, the [Association of Charitable Foundations](#) (United Kingdom) has published a section dealing with evaluation. The first part covers the evaluation of grants made (project level), while the second covers the evaluation of the trusts' own performances (impact level).

[The Health Foundation](#) (United Kingdom) has developed a [handbook](#) to support self-evaluation for grantees in the framework of the comprehensive evaluation of its leadership programme.

¹⁰ For more information, <http://www.lloydstsbfoundations.org.uk/monitoring.html>

¹¹ *The Drucker Foundation self-assessment tool : process guide* - Jossey-Bass Publishers, 1999 ; *How to evaluate foundation programs* . - The Saint Paul Foundation, 1998 ; *W.K. Kellogg Foundation evaluation handbook*: W.K. Kellogg Foundation, 1998.

¹² *A quality framework*. - London : Association of Charitable Foundations (ACF), 2002

The [King Baudouin Foundation](#) (Belgium) has developed a concrete approach based on an [evaluation matrix](#) considering on one side the process, output (deliverables), outcome (impact), and on the other side questions to be studied, the moment to perform the evaluation, audience, method, and evaluator. The matrix is a tool to grasp the various meanings and purposes of a specific evaluation activity and the related working methods to be developed.

4. Methodological approaches of evaluation: qualitative and quantitative

Methodological approaches of evaluation are classified in two broad categories: qualitative (detecting and interpreting value judgments) and quantitative (detecting and interpreting quantities). Both approaches are strongly complementary.

- **Qualitative methods**

These methods include three kinds of data collection: (1) in-depth, open-ended interviews; (2) direct observation; and (3) written document analysis. The data for qualitative evaluation typically come from field-work. The evaluator spends time in the setting under study, which can be a programme, organisation, or community where change efforts can be observed, people interviewed, and documents analysed. Qualitative data help explain how programmes work and why they reach particular outcomes, why programmes faced certain obstacles, and may even explain, and provide evidence of, hard-to-measure outcomes which cannot be defined quantitatively.

Example

- ⇒ The Esmée Fairbairn Foundation commissioned an evaluation of the operation and impact of the telephone advice service run by trained Springhill Prison inmates from the Oxford Citizens' Advice Bureau (OxCAB), in the framework of the [OxCAB-Springhill Partnership \(OSP\)](#)¹³. The research methods included in-depth interviews, attending meetings, observing advice work and the selection process, surveying CAB client satisfaction, and two focus groups to assess public opinion. The evaluators adopted an action research approach which allows a review of findings following the evaluation's first phase, which are included in the project's subsequent development before the final evaluation.

- **Quantitative methods**

These methods deal with numerical information that can be analysed. It usually answers the questions: Where? When? How many? and How often? Foundations might perform this type of evaluation by questionnaire, which should ensure uniformity and make certain that the evaluation process covers all outcomes. The results of the questionnaire can then be aggregated into indicators appropriate to assess and explain the findings against the project's contextual factors.

Example

- ⇒ The [Lloyds TSB Foundation for England and Wales](#) commissioned [two evaluations in 2001 and 2002](#), built around a questionnaire for grantees coupled with face-to-face interviews. However, evaluators found that using scales to measure assessment and how interviewees interpret scales are subjective and can sometimes cause difficulties.

It is also frequently said that common sense and creativity are important principles in designing or conducting evaluation processes.

Example

- ⇒ The teams of evaluators of [The Effectiveness Initiative \(EI\)](#), a [Bernard van Leer Foundation](#) programme on early childhood development, were encouraged to use whatever tools and methods they found most appropriate to reach all the programme stakeholders. Many were children, and illiterate, or unable to express themselves in readily understandable ways. Evaluators used traditional enquiry tools and innovative data collection methods. The key was that the tools used should aid participation and be relevant within the programmes' contexts. Selected tools were borrowed from participatory learning and action techniques,

¹³ The summary of the full evaluation report is available at <http://www.esmeefairbairn.org.uk/docs/OxCABsummary.pdf>

and included analysis of photos, analogies and pictures, family albums, calendars, drama and songs, games and toys¹⁴.

5. External and internal evaluators

The evaluation literature reports three kinds of evaluators: external evaluators, internal evaluators, and internal evaluators with external consultants¹⁵. External evaluators are contracted from an outside agency to conduct the evaluation. An internal evaluator is a staff member assigned to the evaluation or hired in. The third category combines the efforts of staff members and consultants' assistance. The evaluation's goals and the audiences (for whom the evaluation is intended) should determine the evaluator's role. The choice between internal or external evaluation depends on the foundation's field of activity and the foundation's investment in evaluation.

As the W.K. Kellogg Foundation Evaluation toolkit reports, a common range for evaluation spending by foundations is 5 to 10 percent of total programme costs, since costs vary by programme complexity, number of sites, customisation and the work needed for data collection, analysis, and reporting, as well as scientific rigour.

In the framework of the [Lloyds TSB Foundation for England and Wales's 2002 evaluation](#), trustees recognised the resource implications of investment in evaluation. In retrospect, this pilot evaluation was judged to require a total of 1,396 hours¹⁶, nearly equivalent to one full-time employee for a year.

• External evaluators

As reported in the study carried out by [Compagnia di San Paolo](#)¹⁷, most foundations engage an external adviser to evaluate projects, programmes and outcomes. External evaluators are trained in many fields and are based in many different types of institution: they can be academic researchers, consultants from independent practices, management support organisations, volunteers, sociologists, economists, psychologists and educators.

Examples

- ⇒ The [Fondation de France](#) commissioned a specialist firm for its [evaluation of programs in 2005](#). The firm made a quantitative and qualitative study of supported projects and analysed recent laws which affect the French disability sector.
- ⇒ Evaluation of the telephone advice centre in the framework of the [OxCAB-Springhill Partnership \(OSP\)](#) funded by The Esmée Fairbairn Foundation was carried out by a research team from Oxford University's Centre for Criminological Research, and Cambridge University's Institute of Criminology.

• Internal Evaluators

When an organisation employs its own staff and skills to carry out an evaluation, it is usually termed 'self-evaluation'. Foundations report that the main advantages of using an internal evaluator are the positive effects in terms of organisational development; the increase in communication between the foundation and its grantees, and the good grasp the evaluator has of the foundation's operation, easing the interviewing process and making the answers easier to understand. However, the issue of subjectivity might also be raised as well as how open grantees feel they can be with their evaluator-funder, particularly if they may apply for future grants¹⁸.

Examples

¹⁴For information, http://www.bernardvanleer.org/publication_store/publication_store_publications/stories_we_have_lived_stories_we_have_learned_about_early_childhood_development_programmes/file

¹⁵ *When and how to use external evaluators* / Tracey A. Rutnick, Marty Campbell. - Baltimore : Association of Baltimore Area Grantmakers, 2002

¹⁶ 40 hours of Trustee time, 36 hours of Steering Group time, 1,040 hours of project interviews, and 280 hours of project writing-up and management.

¹⁷ *European foundations and corporate funders*, op.cit.

¹⁸ <http://www.lloydstsbfoundations.org.uk/downloads/execsummarystandalonefinal.doc>

- ⇒ The major 2002 evaluation of the [Lloyds TSB Foundation for England and Wales](#) was built around a questionnaire-based survey and focused on challenging disadvantages and discrimination in the mental health sector. It was conducted by foundation staff drawn from the Central Office in London and from the ten regions involved in the projects. The foundation gave training to the staff involved and undertook pilot assessments before starting the whole survey.
- ⇒ The French Savings Banks foundation, in its evaluation to assess financed projects' contribution to welfare and the fight against exclusion, prioritised [internal evaluation](#) conducted by a local savings banks' administrator.

- **Internal and External Evaluators**

In some cases, foundations use both types of evaluators simultaneously.

Examples

- ⇒ During the implementation and evaluation phase (2001-2005) of [The Youth Empowerment Partnership Programme \(YEPP\)](#), funded by a consortium of European and American foundations, internal evaluation was provided by the programme team, supported by the local researchers responsible for the programme's development where it was implemented; while the external evaluation was provided by the respective countries' OECD (Organisation for the Economic and Co-operation Development) agencies¹⁹.
- ⇒ The [King Baudouin Foundation](#) commissioned an evaluation of the 2000-2 pilot project "L'Ecole en scène", in partnership with the Ministry of the French Community (Belgium) and the *Centre Dramatique de Wallonie pour l'Enfance et la Jeunesse* (CDWEJ). The 2002-4 evaluation was carried out in two stages: the internal evaluation was conducted by an expert at the CDWEJ, and the second part entrusted to a professor and team of students at the Catholic University of Leuven's Faculty of Psychology and Education Science.

Throughout the evaluation process, a reporting system is usually set up to establish consistent and interactive communications between the evaluation team and relevant stakeholders. This system helps refine the evaluation design, questions, methods and interpretations.

6. Communicating evaluation findings

By making public the evaluation evidence and findings, foundations make major contribution to knowledge and to foundations' accountability to the public.

Foundations need to show that they add value by generating social benefits beyond the mere financial power of their grants. One way to add value is through advancing the state of knowledge and practices in the foundation sector. They can do this by systematically evaluating their work and disseminating key information on what they have learned about their activities' results, be they success stories or unsuccessful ones.

The most common form of evaluation reporting is the final project report. Apart from a single report, some foundations use other means of communicating which include newsletters, bulletins, fact sheets, visual displays, oral presentations, holding seminars, press conferences, etc.

Through their websites, European foundations are communicating lessons learned from their evaluation processes more broadly than in the past.

Examples

- ⇒ The [Joseph Rowntree Foundation](#), [Lloyds TSB Foundation for England and Wales](#), [Bernard van Leer Foundation](#), [The Health Foundation](#) and The James Irvine Foundation, among others, are foundations which usually publish evaluation reports on their websites.

Select bibliography – How do Foundations evaluate?

¹⁹ For the final report, http://www.evensfoundation.be/downloads/Case_Study_Transnational-28th%20March-2007Final%20Version.pdf

From insight to action : new directions in foundation evaluation / Mark Kramer, Rebecca Graves, Jason Hirschhorn. Boston: FSG Social Impact Advisors, 2007. 52 pages.

This report aims to highlight emerging approaches to evaluation in the field of philanthropy that increase the effectiveness of both foundations and their grantees. Case studies from over two dozen foundations of all sizes are included. This report was funded by The William and Flora Hewlett Foundation and conducted in collaboration with the Forum of Regional Associations of Grantmakers.

[http://www.fsg-impact.org/images/upload/From%20Insight%20to%20Action\(3\).pdf](http://www.fsg-impact.org/images/upload/From%20Insight%20to%20Action(3).pdf)

For information: <http://www.fsg-impact.org/app/content/actions/item/177>

For information: <http://www.fsg-impact.org/app/content/home/>

Monitoring and evaluation / Janet Shapiro. Washington DC: CIVICUS, 2007. 49 pages.

This tool deals with the basics of setting up and using a monitoring and evaluation system for a project or an organisation. It clarifies what monitoring and evaluation are, how to plan them, how to design a monitoring system and an evaluation process. A glossary is included.

<http://www.civicus.org/new/media/Monitoring%20and%20Evaluation.pdf>

For information: http://www.civicus.org/new/civicus_toolkit_project.asp

The role of evaluation in the 21th century foundation / Edward Pauly - Gütersloh: Bertelsmann Foundation, 2005. 33 pages

This document aims to present the effective use of evaluation by foundations which seek to increase their focus on results, and the benefits and challenges of using evaluation effectively. Bibliographical resources are included.

http://www.wingsweb.org/download/06_The_Role_of_Evaluation_Full_Version.pdf

For information: <http://www.bertelsmann-stiftung.de>

Measuring innovation: evaluation in the field of social entrepreneurship / Mark R Kramer - Palo Alto: Skoll Foundation, 2005. 43 pages

White Paper on new approaches to evaluation in the rapidly emerging field of social entrepreneurship. Based on interviews with a selection of funders, thought-leaders and social entrepreneurs, this paper provides an overview of evaluation practices in social entrepreneurship and highlights ways that this new thinking might both add to, and benefit from, other approaches to evaluation among foundations. The appendix includes a selection of sample evaluation forms used by leading funders of social entrepreneurs.

<http://www.foundationstrategy.com/perspectives/default.asp>

For information: <http://www.fsg-impact.org/app/content/ideas/item/353>

For information: <http://www.skollfoundation.org>

Making a difference together: impact assessment: the Lloyds TSB Foundation for England and Wales's collaborative grant-making programme / Colin Rochester, Zoë Woods. London: Lloyds TSB Foundation for England and Wales, 2005. 34 pages

This report's subject is the Lloyds TSB Foundation's Collaborative Programme which encourages cooperation between voluntary organisations to improve their work helping disabled people. The report sets out the results of the Foundation's work during 2004 in exploring programme evaluation and impact assessment.

http://www.lloydstsbfoundations.org.uk/downloads/ImpactAssessmentReport_March2005.pdf

For information: http://www.lloydstsbfoundations.org.uk/impact_assessment.html

For information: <http://www.lloydstsbfoundations.org.uk/>

Valutare il non profit: per una misurazione condivisa delle attività associative / Nadio Delai (ed.). Milan: Bruno Mondadori, 2005. 272 pages. (Sintesi). ISBN: 8842490806

This report presents research carried out by the UniCredit Foundation on evaluation in the Italian third sector. The book presents case studies, mainly regarding banking foundations, and identifies and compares the characteristic features of evaluation in the examples studied. The report also includes a document template for monitoring and evaluating third sector activities. Four annexes are included: the questionnaire used in the project, the adopted research methodology, the table for the analysis of case studies and data on the non-profit associations involved in the research.

For information: http://www.brunomondadori.com/scheda_opera.php?ID=1902

For information: <http://www.brunomondadori.com/>

Foundations and evaluation: contexts and practices for effective philanthropy / edited by Marc T Braverman, Norman A Constantine, Jana Kay Slater. San Francisco: Jossey-Bass, 2004. 315 pages. ISBN: 0787970778

Based on research funded by the Packard Foundation, this book provides a guide to the practice of evaluation in the foundation world. It has contributions from many leading figures in the field of evaluation and promotes the use of evaluation in the foundation framework.

For information: <http://www.josseybass.com/WileyCDA/>

Improving and strengthening grant-making organizations / Joanne B Scanlan, Eugene R Wilson (eds). San Francisco: Jossey Bass, 2004. 96 pages. (New Directions for Philanthropic fundraising, ISSN : 1072172x).

ISBN: 0787978418

This book aims to share experiences and critical issues on grant-making and suggest solutions to improve and strengthen grant-making organisations. It includes an historic overview of grant-making and grant-seeking, views of governance, and how missions can be attained through talented grant-making, as well as an examination of the principles and practices for effective grant-making from the Council on Foundations' members.

For information: <http://www.josseybass.com/WileyCDA/WileyTitle/productCd-0787978418.html>

For information: <http://www.josseybass.com/WileyCDA/>

A measured approach: impact assessment report: Executive Summary. London: Lloyds TSB Foundation for England and Wales, 2003. 6 pages.

This executive summary of an impact assessment report describes the Foundation's plan to undertake a three-year pilot study to assess the impact it has on the community in which it operates. This volume focuses on the 2002 evaluation exercise.

<http://www.lloydstsbfoundations.org.uk/downloads/execsummarystandalonefinal.doc>

For information: http://www.lloydstsbfoundations.org.uk/impact_assessment.html

For information:: <http://www.lloydstsbfoundations.org.uk/>

A measured approach: impact assessment report. London: Lloyds TSB Foundation for England and Wales, 2003. 59 pages.

This report describes the Foundation's plan to undertake a three-year pilot study to assess the impact it has on the community in which it operates. This volume focuses on the 2002 evaluation exercise.

http://www.lloydstsbfoundations.org.uk/downloads/a_measured_approach_full.doc

For information: http://www.lloydstsbfoundations.org.uk/impact_assessment.html

For information: <http://www.lloydstsbfoundations.org.uk/>

Lessons learned from three years of practice. Boston: Foundation Strategy Group, 2003. 16 pages.

This publication is issued by the Foundation Strategy Group, an international consulting firm focused on helping foundations and corporations create greater value for society. The articles included cover related topics such as transformational housing, grant-making trends, social investment, and evaluation of capacity-building grants.

For information: <http://www.foundationstrategy.com>

Grantmaker on the receiving end / Sarah Hobson. London: Alliance, 2003. 42-43 pages.

This article summarises the results of the evaluation project on the Partnership Model carried out by the International Development Exchange (IDEX) in collaboration with 14 grassroots organisations in Africa, Asia and Latin America.

For information: <http://www.allavida.org/alliance/dec03a.html>

Toward a common language: listening to foundation CEOs and other experts talk about performance measurement in philanthropy. Boston: The Center for Effective Philanthropy, 2002. 15 pages.

This study includes interviews and summaries centred on 18 CEOs struggling with the dilemmas of measuring foundations' performance. It focuses on achieving impact, setting the agenda and managing operations.

A quality framework. London: Association of Charitable Foundations (ACF), 2002. 63 pages. (Good Grant-Making Practice). ISBN: 1897916302

The Association of Charitable Foundations (ACF) has produced this framework for trusts so funders can improve the quality of their grant-making. It includes three levels of assessment for foundations and sections on managing governance, strategy, communications, personnel, finance, and evaluation.

For information: <http://www.acf.org.uk/>

When and how to use external evaluators / Tracey A Rutnick, Marty Campbell. Baltimore: Association of Baltimore Area Grantmakers, 2002. 12 pages.

This report describes how external evaluators can be used to help foundations set programme goals, identify lessons, make mid-course adjustments, and measure programme effectiveness. It also gives tips on how to frame the consulting engagement to produce the maximum benefit. A short glossary of evaluation terms is included.

http://www.nyrag.org/usr_doc/UsingEvalConsultants.pdf

For information: <http://www.abagmd.org/>

Striving for philanthropic success: effectiveness and evaluation in foundations. Gütersloh: Bertelsmann Foundation, 2001. 176 pages. ISBN: 3892045828

The volume includes the presentations and opening statements made at the 2000 International Foundation Symposium sponsored by the Bertelsmann Foundation. The core questions are: the relationship of output, outcome and impact of foundation work, transparency and accountability of foundations, and the establishment of efficient management structures within the sector.

For information: <http://www.bertelsmann-stiftung.de/de/index.jsp>

Creating a culture of inquiry: changing methods — and minds — on the use of evaluation in nonprofit organizations / Georgiana Hernández, Mary G Visher. San Francisco: The James Irvine Foundation, 2001. 22 pages.

This report describes the results of the Working on Workforce Development (WOW) Project, an Irvine initiative to help non-profit organisations use the evaluation tool. The results provide valuable lessons for funders, evaluators, consultants, and others interested in organisational development and evaluation capacity-building.

http://www.irvine.org/assets/pdf/pubs/evaluation/Creating_Culture.pdf

For information: <http://www.irvine.org/evaluation/resources.shtml>

For information: <http://www.irvine.org/>

Self-assessment for foundation boards / Berit M. Lakey. Washington, DC: National Center for Nonprofit Boards, 2000. 13 pages.

This report was produced for a seminar on evaluation at a conference hosted by the European Foundation Centre in 2000. Its three sections describe different approaches to self-assessment for foundation boards. The first section discusses the assessment form, the second describes approaches to grant-making strategy and the final section covers the grant-making process.

The Drucker Foundation self-assessment tool: process guide / Gary J Stern. revised edition. San Francisco: Jossey-Bass Publishers, 1999. 157 pages. ISBN: 078794436x

A self-assessment tool for non-profit organisations which describes methods of long-range planning, strategic marketing and leadership, and improving effectiveness. The edition provides expanded methods of evaluation and planning, and places special emphasis on implementing the decisions made by organisation leaders.

Faith, Hope and Information - Assessing a grant application / Diana Leat. York: Joseph Rowntree Foundation, 1998. 67 pages. ISBN: 1899987819

This book discusses the way in which grant-makers obtain information from grant applicants and the content of that information. It discusses the pros and cons of application forms, site visits, and the role of staff employed by the grant-maker to assess applications. This report is based on an analysis of the application processes of the top 50 charitable foundations, supplemented by detailed case studies.

European foundations and corporate funders: evaluation methods. Brussels: European Foundation Centre & Compagnia di San Paolo, 1998. 32 pages.

Presentation of the results of a survey carried out by the European Foundation Centre (EFC) and Compagnia di San Paolo. These results were made public at the EFC General Assembly and Conference in Turin in November 1998. The questionnaire asked participants to describe three phases of grant-making activity and external evaluation of projects. Results are analysed through statistics, graphics and written explanation.

<http://www.compagnia.torino.it/english/comunicazioni/pdf/report.pdf>

For information: <http://www.compagnia.torino.it>

How to evaluate foundation programs / Stacy Hueftle Stockdill, Marlene Stoehr. Saint Paul (Minnesota, USA): The Saint Paul Foundation, 1998. 70 pages.

A practical guide for those who need basic skills to conduct valid evaluation in response to foundation requests. Contains chapters on the nature of evaluation and ways to plan for it, questionnaire development, observation techniques, the use of focus groups and the best ways to use evaluative information. A guide to additional readings is included with a content list.

W K Kellogg Foundation evaluation handbook / Anne Petersen. Battle Creek, (Michigan, USA): WK Kellogg Foundation, 1998. 110 pages.

This handbook is based on the WK Kellogg Foundation's philosophy of evaluation and is divided into two parts. The first outlines the evaluation philosophy, which is meant to be supportive and responsive to projects rather than being an end in itself. The second part contains a series of case studies and is a blueprint for grantees who wish to produce and communicate good results to their funders.

<http://www.wkkf.org/Pubs/Tools/Evaluation/Pub770.pdf>

For information: <http://www.wkkf.org/default.aspx?tabid=75&CID=281&NID=61&LanguageID=0>

Evaluation in foundations: the unrealized potential / Patricia Patrizi, Bernard McMullan. Battle Creek (Michigan, USA): WK Kellogg Foundation, 1998. 26 pages.

The purpose of this paper is to examine the uses of evaluation in foundations. It summarises the results of a study carried out by surveys and interviews to representatives from 21 American foundations.

<http://www.wkkf.org/Pubs/Tools/Evaluation/Pub773.pdf>

For information: <http://www.wkkf.org/default.aspx?tabid=75&CID=281&NID=61&LanguageID=0>

Utilization-focused evaluation / Michael Quinn Patton. Third edition. SAGE Publications Inc. Thousand Oaks, 1997. 431 pages. ISBN 0803952651

A comprehensive review of the part played by successful evaluation in programme effectiveness. Gives directions on the best methods to use for programme evaluation and how to carry out a successful evaluation scheme. Topics covered include how to achieve more useful evaluation, focusing evaluation, appropriate methods and realities, and the practicalities of utilisation-focused evaluation. Contents listing and an alphabetical index are supplied.

For information: <http://www.wmich.edu/evalctr/checklists/ufe.pdf>

For information: <http://www.sagepub.co.uk/booksProdDesc.nav?prodId=Book4484>