

King Baudouin Foundation

Evaluation: a means to better action and
a greater level of accountability

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On the King Baudouin Foundation (1)

The King Baudouin Foundation is an independent public benefit foundation created in 1976 and based in Brussels

Four framework programmes

- 1. Social Justice**
- 2. Civil Society**
- 3. Governance**
- 4. Funds and Philanthropy**

On the King Baudouin Foundation (2)

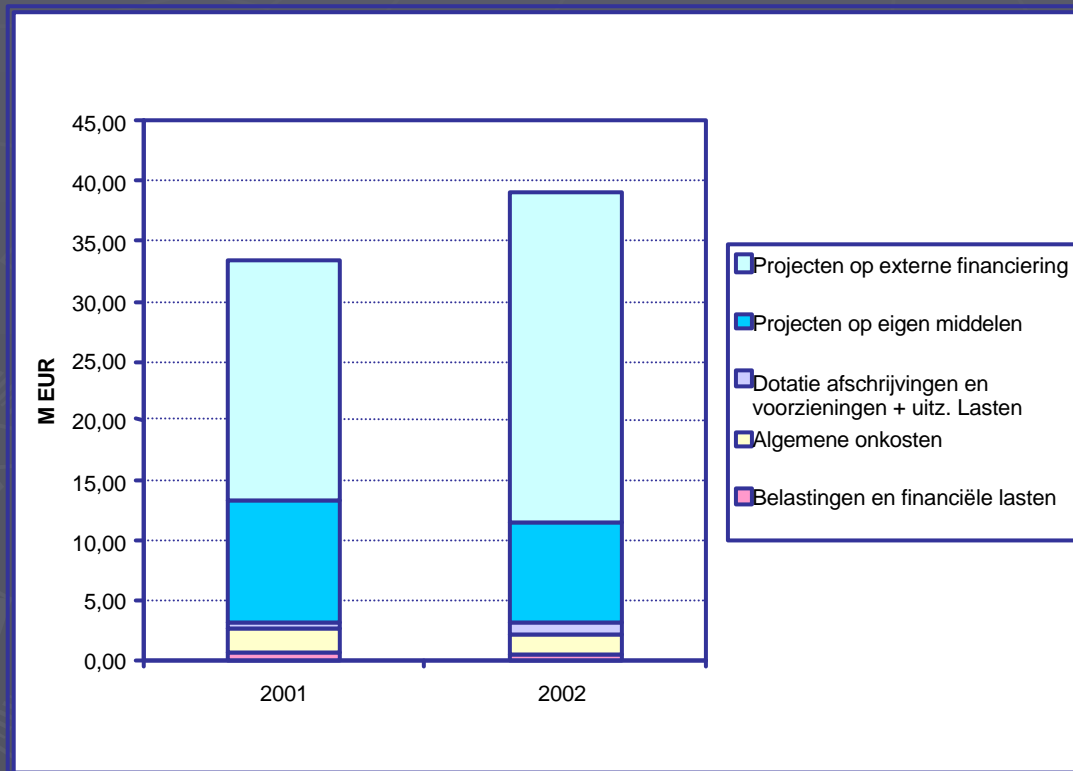
Using different working methods

- setting up own initiatives (workshops, think tanks ;
- grantmaking/grantgiving activities

The King Baudouin Foundation is active at the local, regional, federal and European levels.

On the King Baudouin Foundation (3)

- ? staff of nearly 80 persons
- ? the budget : 38 million euros of which 85% for projects



Evaluation: exploring a concept

Evaluation

? is a **process of learning** on the way to "better action";

? and provides basic information for facilitating internal communication and knowledge sharing;

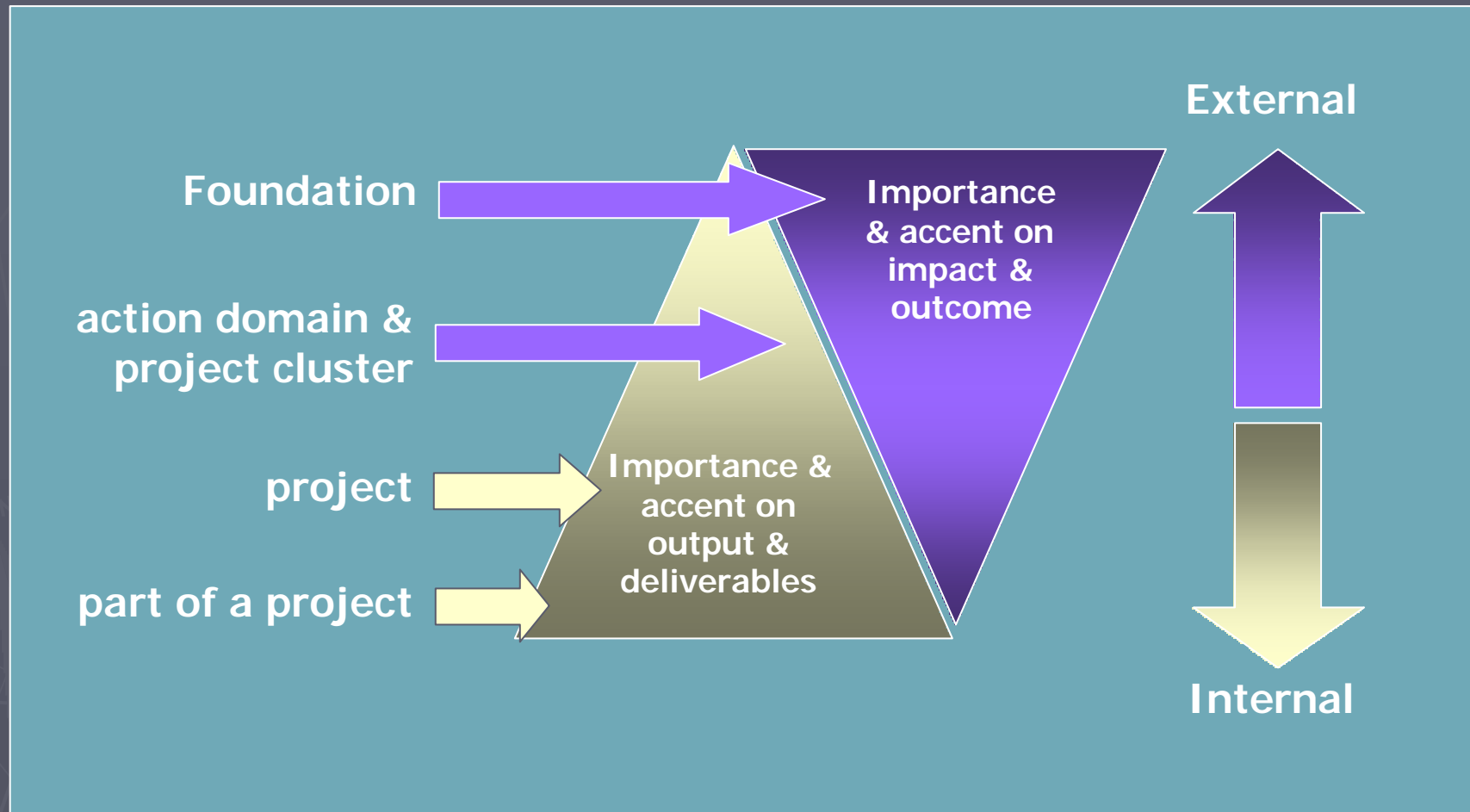
both to improve impacts

Aspect & attitude and a concrete component

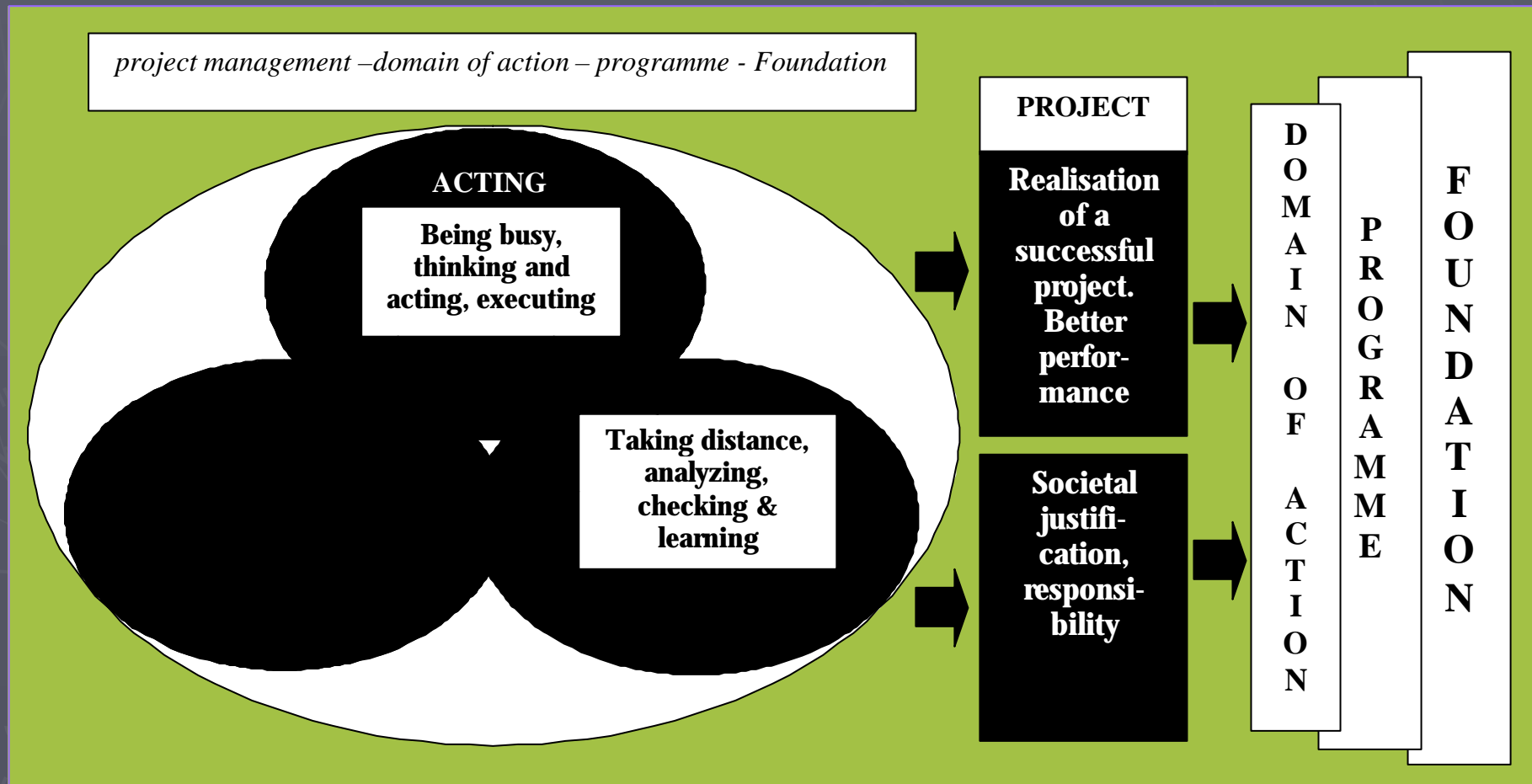
- ? evaluation is **an aspect** of project management: an attitude of learning and checking;
- ? evaluation is also a **specific component, a phase**. It must have a clear place; it must be concrete, tangible and visible.

What or whom can be evaluated?

- ? the evaluation of a **part of a project**;
- ? the evaluation of the **project as a whole**;
- ? the evaluation at the level of the **domain of action** or a **cluster of projects from different programmes** that are collected around a common subject;
- ? the evaluation of a **programme**;
- ? the evaluation of the **King Baudouin Foundation as a whole**.



Evaluation: a specific place within the project system and the Foundation



A place in the "go - no go" file

A separate component of the basic file (go - no go) for the approval of each project by the management committee.

The evaluation part will answer the following questions:

- ? what in this project will be evaluated and why this choice (*your evaluation questions*)?
- ? how will the evaluation be organised?

Evaluation: always and everywhere?

- ? **this is true** regarding an *attitude*: with each project/programme, a deliberate dwelling on both monitoring and evaluation must occur;
- ? **this is not true** for explicit, rather complicated, external evaluations. Here the question must be asked: *is this worth the effort?*

Evaluation: critical factors for success

The success of an evaluation is largely connected with the clarity, the focus with which the project was formulated:

- ? specific goals (**desired effects**) must be established;
- ? desired output (**deliverables**), **outcome** and **impact** must be described;
- ? a project (*programme ...*) may also have **unexpected side effects**: positive, neutral or negative.

Between vulnerability and responsibility

By engaging in evaluation, the project/programme/Foundation (hopefully) demonstrates its relevance, pertinence and value to society ... but also reveals its vulnerability and failings.

A concrete approach of evaluation

Correct aspirations: SnotS (simple not stupid)

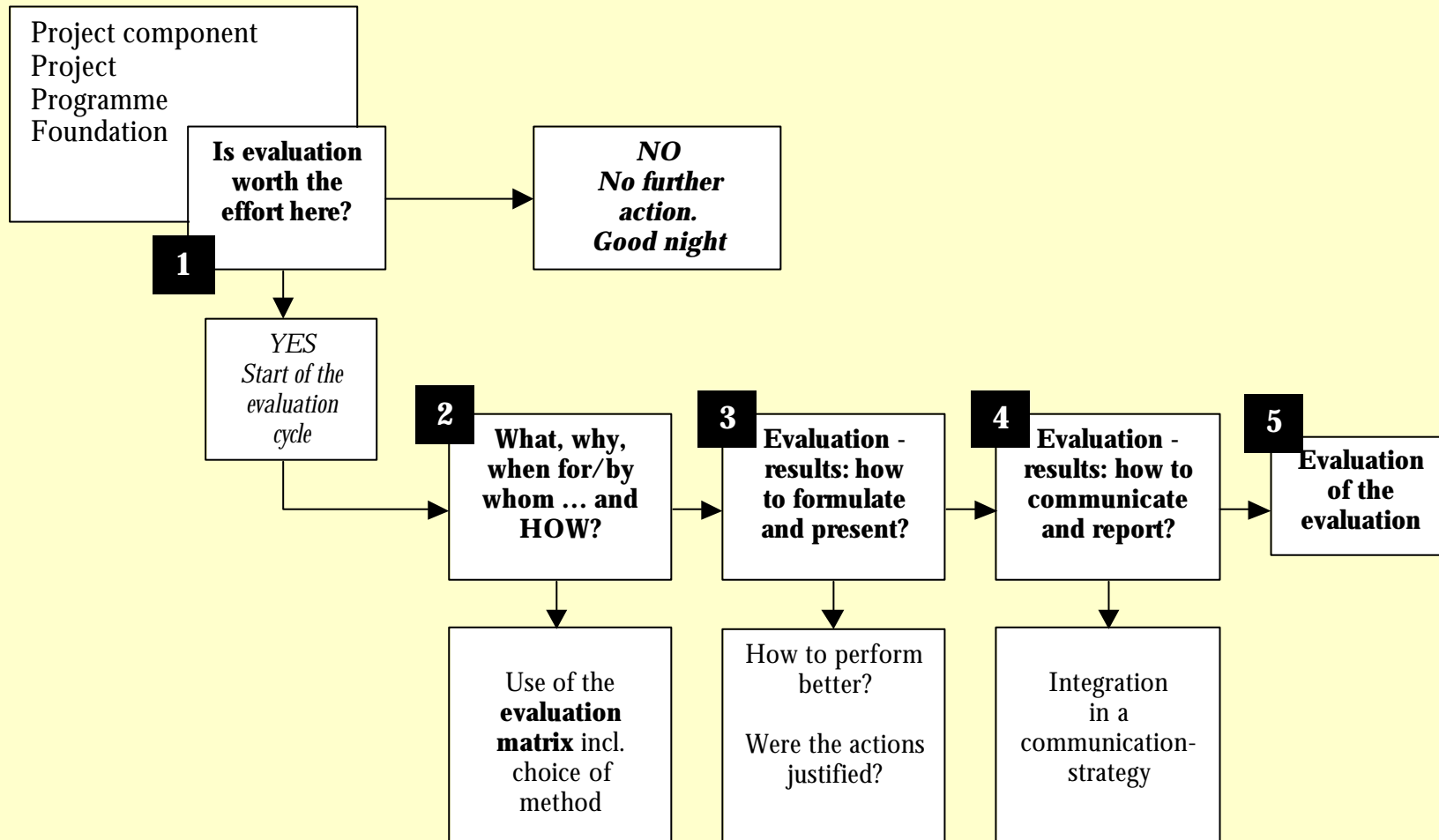
- ? evaluation in our context is **not a scientific exercise** : evaluation is chiefly an exercise with a pragmatic and not a theoretical aim;
- ? it is primarily **common sense** that counts (the results must be worth the effort invested);
- ? the **professionalism of the project worker** plays a role in almost every choice made during the project cycle.

A concrete approach of evaluation

Evaluation and cost

- ? the importance attached to the evaluation. New, experimental or uncertain projects can justify a higher cost of evaluation;
- ? the cost must always be seen in relation to the total cost of the project. Here there are no fixed percentages that can be applied;
- ? here again the most important guiding principle is common sense.

An evaluation cycle



A concrete approach of evaluation

Basic concepts

The difference between

- ? **monitoring & evaluation;**
- ? **objective facts & subjective facts;**
- ? **the process & the product;**
- ? **the output & the input;**
- ? **the output & outcome & impact**

A concrete approach of evaluation

Basic concepts

The difference between

- ? the **output & outcome & impact**
- ? **inside** directed & **outside** directed;
- ? **below the line** & **above the line** target group;
- ? **close**: doing it oneself & **from a distance**: having it done by others
- ? the different "levels" of evaluation: **project component, project, cluster of projects, programme ... & foundation**

A concrete approach of evaluation

The use of an evaluation matrix

The first row: subdividing a project into three parts

1. The **process** or evolution of the project.
2. The **product** or the OUTPUT: the deliverables, the concrete results and effects realized;
3. The **impact** or the OUTCOME: the influence of the project on the societal context, the possible desired, intended and undesired effects ...

A concrete approach of evaluation

The use of an evaluation matrix

The first column: some aspects of evaluation:

- 1. The “evaluation questions”:** what do we wish to know and what do we already know?
- 2. When,** the time schedule
- 3. For whom** is the evaluation intended?
- 4. How,** with which method?
- 5. By whom?** Who is going to do the (monitoring) evaluation?

Evaluation matrix		Monitoring (collecting) and evaluating (processing, interpreting) the project (<i>programme, institution.</i>)		
	CELL PER CELL: Fill in only those cells that you find relevant to an evaluation	PROJECT X1 (programme, institution)		
		PROCESS about the evolution of the project (or components)	OUTPUT about the DELIVERABLES products, concrete effects	OUTCOME, IMPACT about the influence of the project on society, the changes that it the brought about
1. WHAT DO WE WANT TO KNOW AND WHY	the EVALUATION QUESTIONS: which answers do I want to find: And why: a justification			
2. WHEN WILL THE EVALUATION OCCUR	ex ante (in advance) during the process (in itinere) ex post (afterwards)			
3. FOR WHOM IS THE EVALUATION INTENDED	only for one's own institution and/or for the outside world			
4. HOW TO EVALUATE, WITH WHICH METHOD	quantitative qualitative specific method "below the line" "above the line"			
5. WHO IS GOING TO PERFORM THE EVALUATION	do it oneself internal approach and/or bringing in an external evaluator			

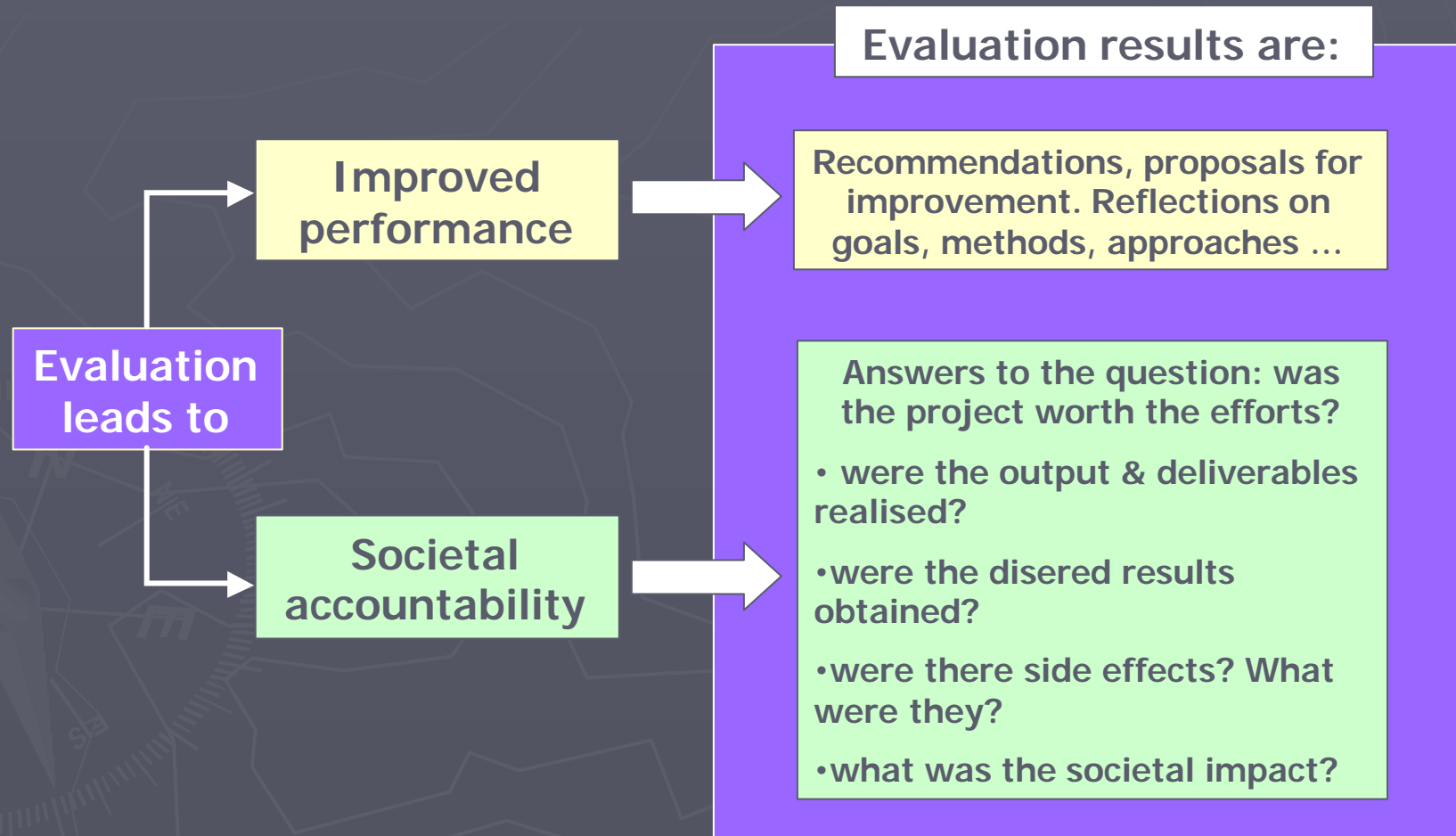
A concrete approach of evaluation

How to evaluate? About methods

- ? the ambitions of "our" approach are *not* distinctly scientific. This means that the methods chosen must be practical, easy to understand and (especially) useful;
- ? there are two major methodological approaches, the first focused on *quantity* (*detecting and interpreting quantities*), the second focused on *quality* (*detecting and interpreting value judgments*). They are strongly complementary.

A concrete approach of evaluation

The results of an evaluation



A concrete approach of evaluation

Communication of the results: for whom

Internal (within the Foundation)

- ? at programme level
- ? at management level
- ? the Board of Directors.

External (for the outside world)

- ? for experts, key players and the specialised media
- ? for the general public and the general media;
- ? local / communal / national / international dimension.

A concrete approach of evaluation

Communication of the result: the form

- ? a statement or memorandum;
- ? a report;
- ? a press release;
- ? publication on the website;
- ? ...

To conclude

We are (luckily) a still learning foundation

- ? the implementation of this approach just started;
- ? the helpdesk isn't yet operational;
- ? working with the matrix delivers often too much evaluation questions: so ... *kill your darlings!*
- ? it is not easy to measure *outcome & impact*. Therefore the level of "project" is not the most appropriate;
- ? evaluation raises a lot of methodological questions;
- ? the question of causality is quite difficult ... modesty and common sense are very much needed.