

**EUROPEAN FOUNDATIONS
AND CORPORATE FUNDERS:
EVALUATION METHODS**

Foundations for Europe: Global Concerns - Local Practice

Annual General Assembly and Conference of the EFC

Workshop - Session 3

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Scope of the Survey

It is generally acknowledged that there is an increasing need for more detailed information about the kind of evaluation methods used by non-profit foundations when selecting projects. In order to make a contribution to an issue that is frequently discussed but rarely examined, the *European Foundation Centre* (EFC) and the *Compagnia di San Paolo* jointly decided to launch a survey into types of evaluation methods used by EFC foundations around the world.

We investigated current use and different practices among a selection of foundations with regard to the three phases of grantmaking activity: namely, the *ex-ante*, in process and *ex-post* stages. In addition, a section of our questionnaire dealt with the external evaluation of projects.

We were interested in finding out whether foundations have developed their own in-house criteria, tailored to the non-profit sector, or whether they preferred to borrow the *standard* methods used by governments and the private sector when assessing project value.

The EFC General Assembly and Conference represent a valuable opportunity to describe and debate the results of our survey in order to understand and improve decision-making mechanisms in a non-profit context.

We consider our undertaking to be a first step towards a more methodic analysis of foundation grantmaking criteria, and hope that the understanding and refinement of method will increase both the effectiveness and efficiency of EFC foundation policies.

1. The Panel

1.1. Foundations

The questionnaire was submitted to the 147 member foundations of the EFC (May 1998 data): the filled-in questionnaire was returned by 45 foundations - some 31% of the member foundations. (For the list of the panel foundations see **Appendix 1**).

1.2. Countries

The foundations of our panel are based in Europe (39 foundations from 17 different European countries), in the United States (5 foundations) and in Japan (1 foundation).

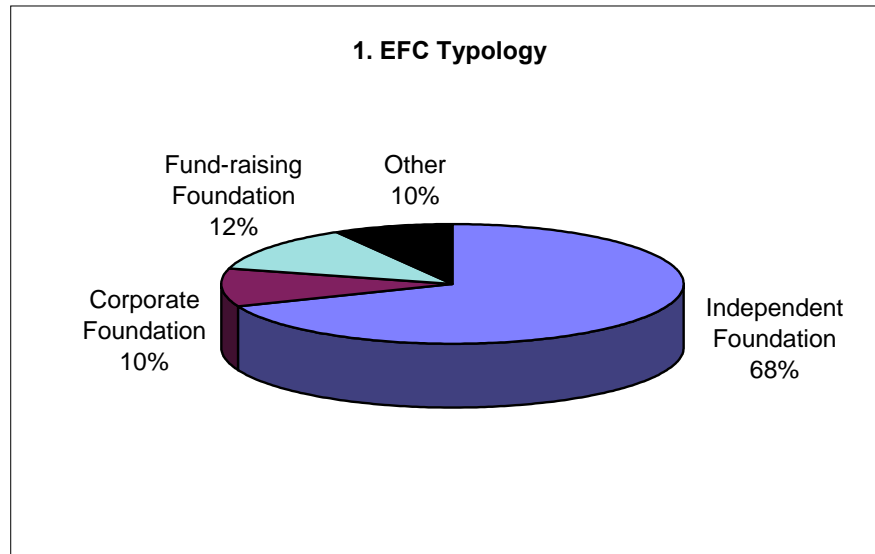
If we split the European foundations of our panel between EU members (60%) and non-EU members (27%) we see that the former outnumber all the others (see table 1.1. in **Appendix 3**). Within the EFC, the EU foundations represent 48% of the total members.

From 14 countries represented in the EFC we did not receive any filled-in questionnaires¹.

1.3. EFC Typology

With regard to EFC typology, the large majority of the panel (68%) declared themselves to be independent foundations (see chart 1). It is not surprising that within this definition we found very different kinds of foundations: for instance, both the *Fondation de France* and the *Toyota Foundation* defined themselves “independent foundations”. Only 5 foundations declared themselves to be “corporate”, 6 “fund-raising” and none “governmentally-linked”.

¹ Albania, Belgium, Czech Republic, Denmark, Georgia, Hungary, Ireland, Kazakhstan, Lithuania, Portugal, Slovenia, Switzerland, Turkey, Ukraine.



There were 5 foundations defining themselves as outside the EFC typology, notably as: “ex-banking foundation”, “public institution”, “independent operational foundation acting as research institution” and “private foundation”.

Among the 6 fund-raising foundations, 5 are based in a non-EU European country. Within the panel foundations from these countries we did not find any corporate foundations.

It is worth noting that 12 foundations which are classified by the EFC Classification System as “fund-raising” (2) or “corporate” (10) gave another definition of themselves: namely 11 defined themselves as “independent foundations” and one as “ex-banking foundation”.

1.4. Fields of Activity

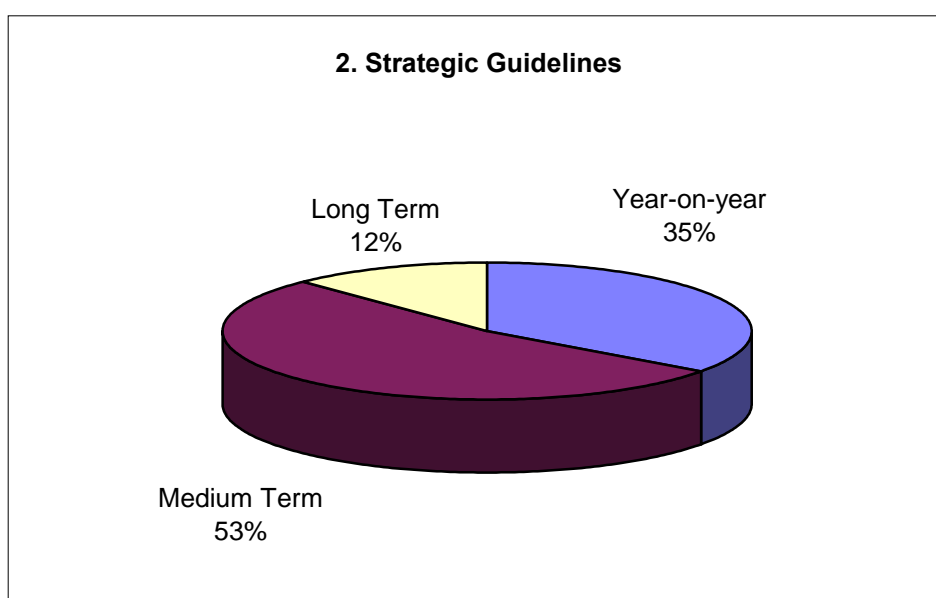
The 16 categories suggested by the survey and based on the EFC classification seemed to provide a comprehensive explanation of the activities of the foundations, since only 3 of them used the residual category “other”.

Most foundations are active in more than one field, with an average of four fields of activity each. No field of activity is clearly predominant, but “Education and Initial Training” (15%), “Arts and Culture” (12%), “Environment” (10%), “Philanthropy, Voluntarism and Non-profit Support Service” (10%) occur most frequently.

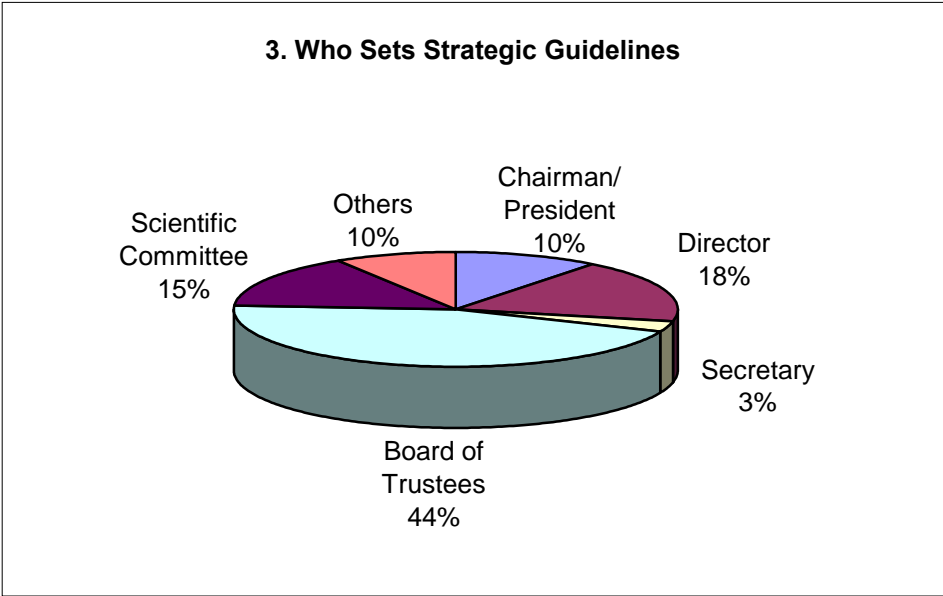
2. Guidelines and Reports

2.1. Setting Strategic Guidelines

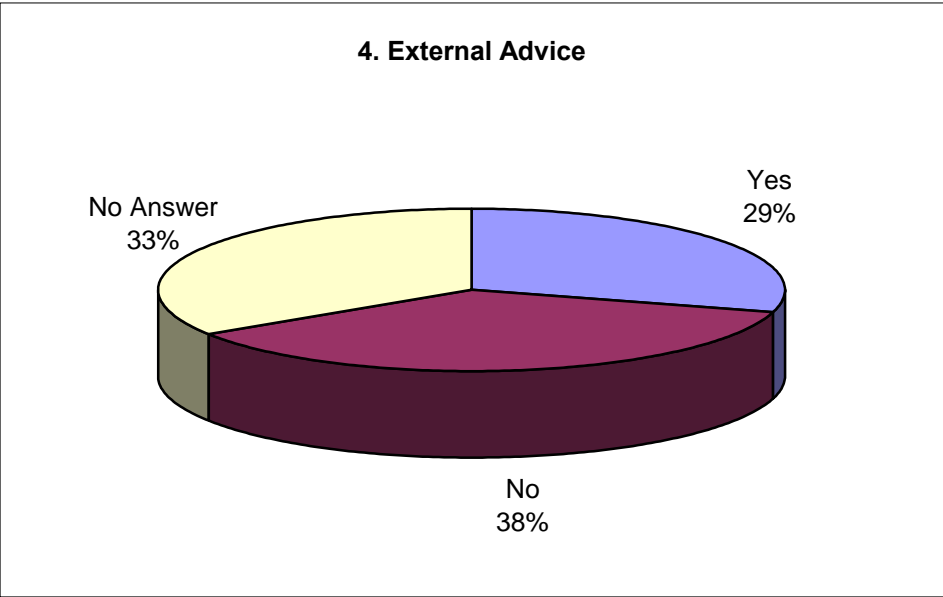
When setting their strategic guidelines, 88% of the foundations choose short (year-by-year) and/or medium term (up to five years) time-frames rather than the long term (beyond five years) approach (see chart 2). This tendency is especially apparent in non-EU European countries: in this group no foundation chooses the long term.



For most foundations (44%) the Board of Trustees is the body responsible for setting strategic guidelines. The Director (18%), the Scientific Committee (15%) and the Chairman/President (10%) occasionally perform this function (see chart 3). To set strategic guidelines, 26 foundations rely on one body, while 19 rely on two or more (up to five).

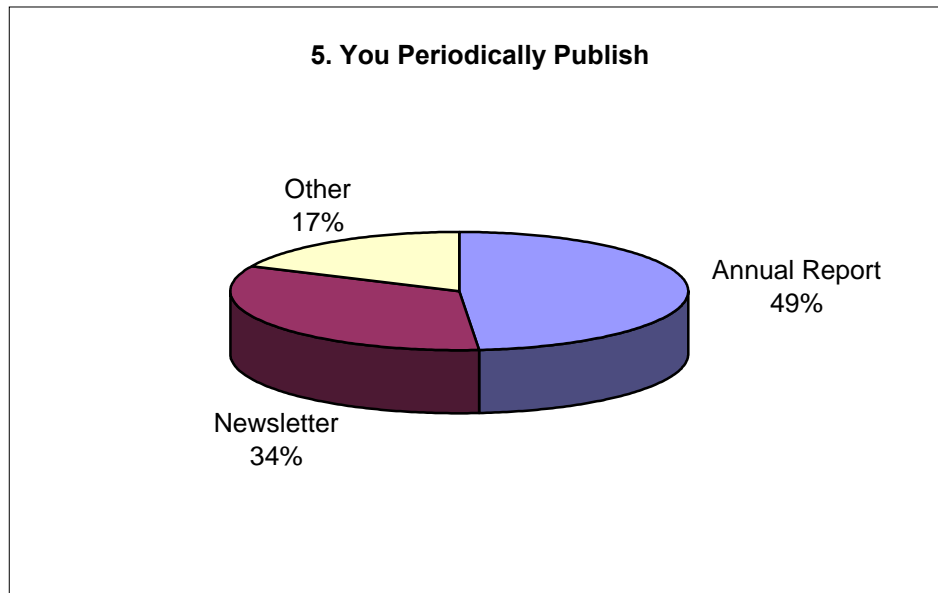


Strategic planning appears to be mostly an internal task, since only 13 foundations ask for external advice in setting guidelines (see chart 4).



2.2. Reporting Tools

Among the panel foundations, 35 issue an annual or biannual report, 25 a newsletter and 13 other kinds of (printed or virtual) publications, such as issue reports, surveys, web sites, information material, guidelines for applicants, etc. (see chart 5).



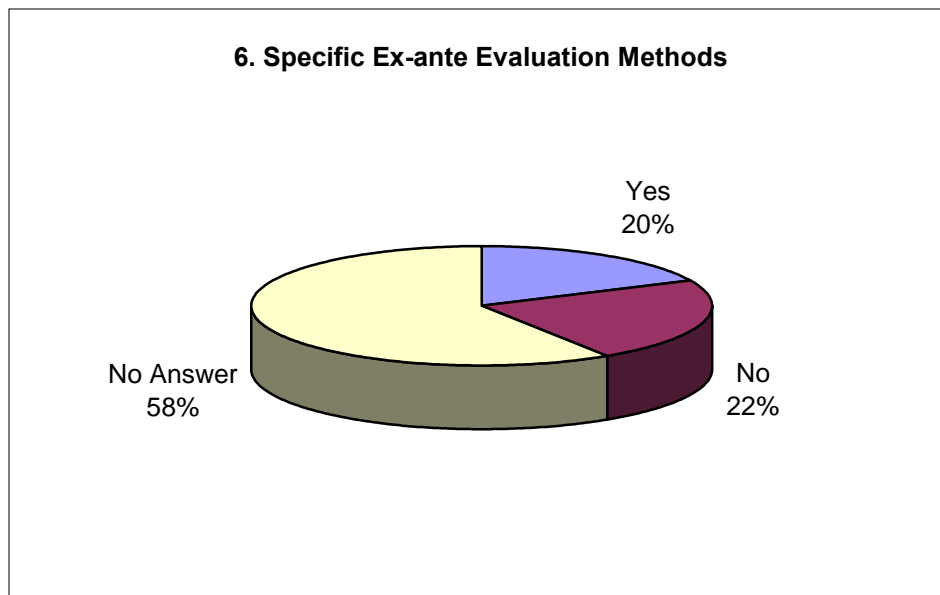
Not all the above publications can properly be defined as reporting tools, as some of them are mainly intended to give information about a foundation's aims and activities.

3. Evaluation Methods

3.1. *Ex-ante* Evaluation

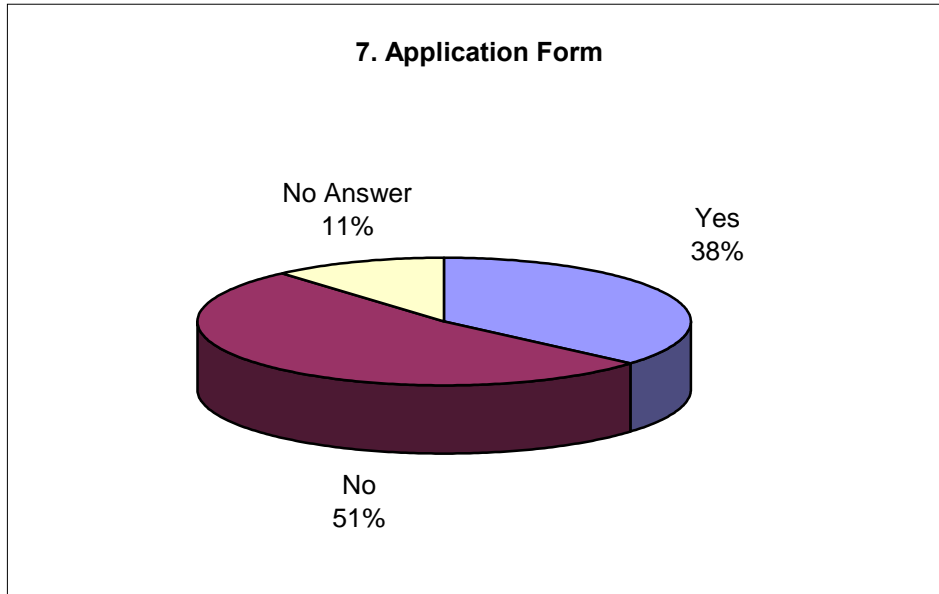
3.1.1. *Ex-ante* Evaluation Methods

Only 9 foundations have developed specific methods for the *ex-ante* evaluation of projects, 10 have not and 26 do not answer this question (see chart 6). We can suppose that among these 36 foundations some adopt *standard* methods², while others use *ad-hoc* procedures depending on the features of the single project.



Standard application forms for submitting projects are used by 17 foundations (see chart 7). If we compare this result with the previous one, we see that the 8 foundations who have developed application forms do not seem to consider them as an *ex-ante* evaluation tool.

² For a rough definition of “standard methods” see page 3.



3.1.2. Ranking of Evaluation Factors

Since only 3 foundations do not answer this question, it is apparent that, even if most foundations declare they have not developed specific methods, they have clearly fixed the main evaluation criteria (see table 3.1.2 in **Appendix 3**).

Among the 9 evaluation features suggested by the survey, “consistency with the guidelines” was the most frequently ranked as first (53%). It is directly followed by “degree of innovation” and by “technical and financial feasibility”.

Relatively less relevant are the “skills of the personnel involved”, the “track-record of the applying institution” and the “financial self-sustainability”.

As least important are classified the “presentation” and the “transferability”. The “territorial and environmental impact” was obviously ranked as important by foundations involved in environmental issues and less important by the others.

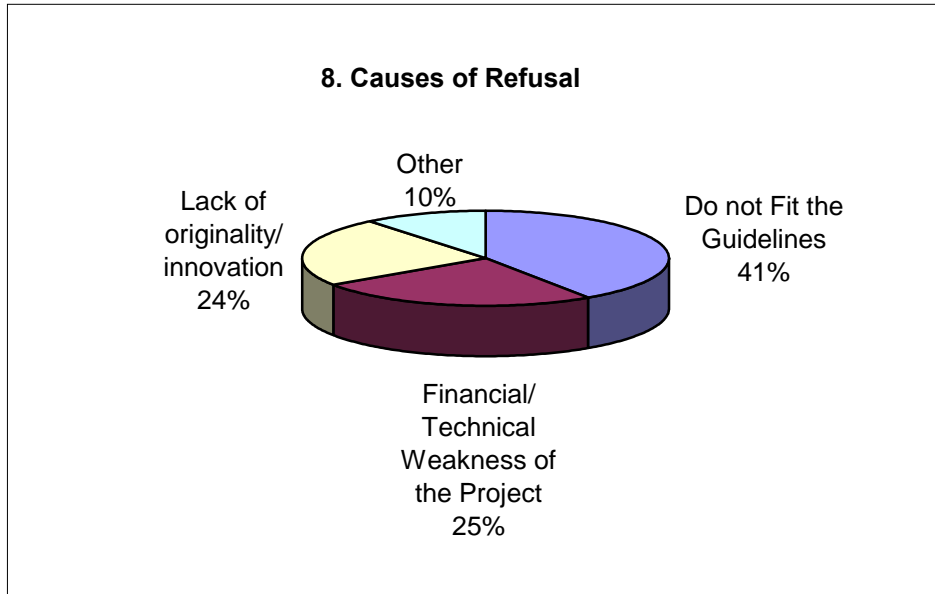
3.1.3. Evaluation's Results

The evaluation process based on the above elements gives a wide range of results. The percentage of refusal on submitted projects varies from a minimum of 10% to a maximum of 95% (excluding the operative foundations, who develop only their own projects). According to the data, 21 foundations refuse more than 50% of the proposed projects, while 11 refuse less than 50% of them. On this point 13 foundations gave no answer. With such differences the concept of average percentage of refusal is of little methodological use.

Understanding these differences would require a further, more detailed analysis of the total number of submitted projects and their financial dimension on one hand and of the foundation and its activities on the other.

The main causes of refusal are consistent with the ranking of the evaluation features discussed above. The first reason of refusal (41% of the panel) is ascertaining that a proposed project “does not fit the guidelines”. Then come the “financial and/or technical weakness of the project” (25% of the panel) and the “lack of originality/innovation” (24% of the panel). Only 9 foundations explained the refusal of projects with other reasons³, mostly the lack of resources (see chart 8).

³ These reasons, as defined by the foundations themselves, are: “exhausted budget”, “did not succeed in hard competition”, “limited funds available”, “too many submitted prospects”, “lack of resources”, “lack of quality/merit”.

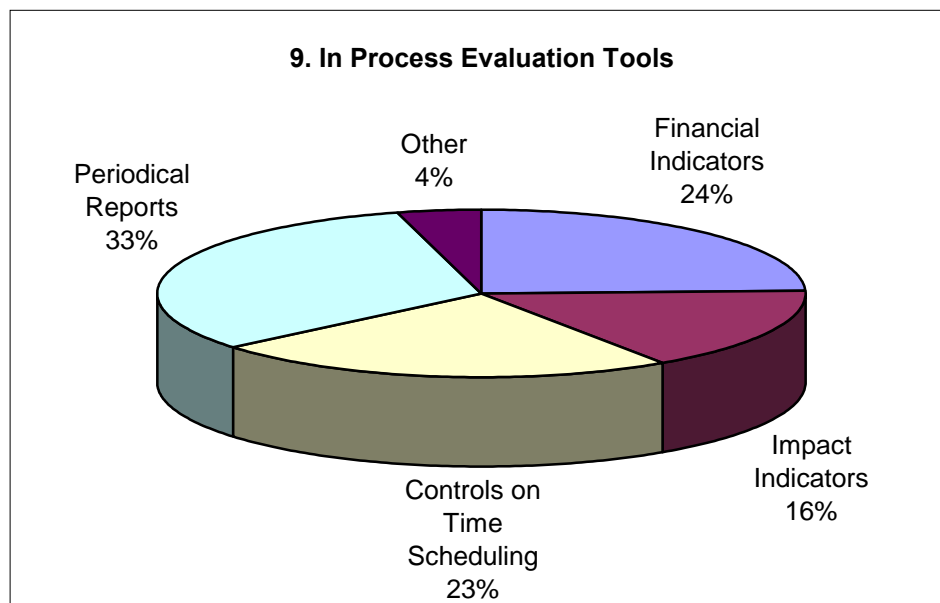


According to the above answers, checking out consistency with the guidelines is, for most foundations, the first way of filtering proposals. As a second evaluation criterion, some foundations favour the degree of innovation of projects, while others consider their financial and technical feasibility more important.

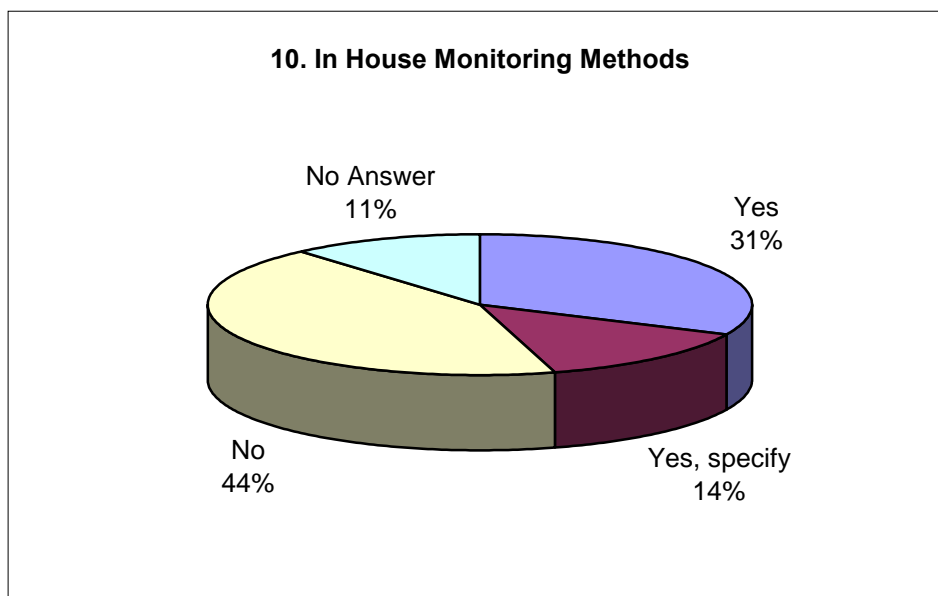
3.2. In Process Evaluation

3.2.1. Monitoring Tools

Foundations use on average two different methods to evaluate projects in progress. The main tools foundations use to monitor projects once they have been approved are periodical reports (33%), followed by financial indicators (24%) and controls on time scheduling (23%), while impact indicators are less used (16%). See chart 9.



For monitoring projects 20 foundations have developed specific in-house methods, while 20 have not. Only 5 foundations did not answer the question (see chart 10).



Examples of in-house methods are (the definitions were given by the foundations themselves)⁴:

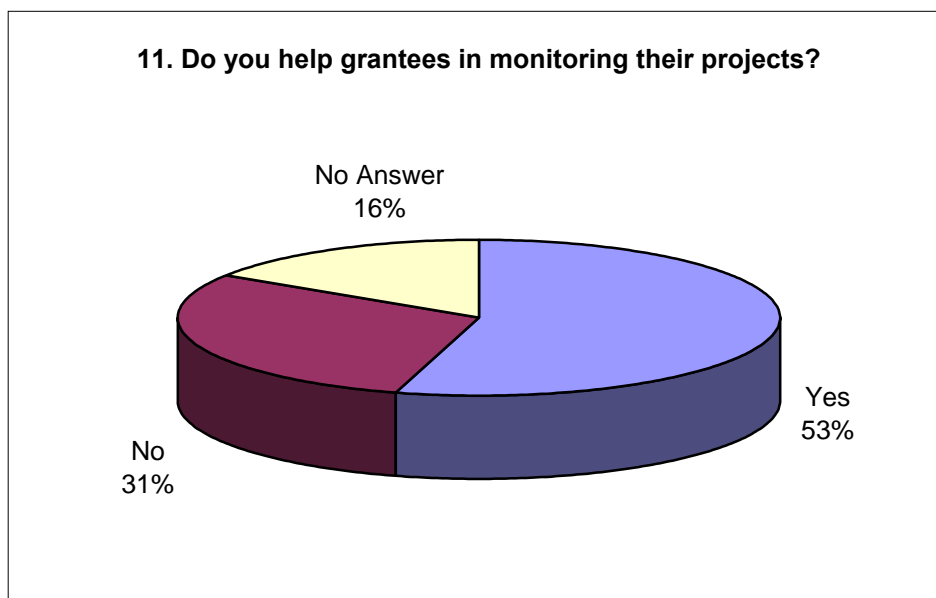
- “separate responsibilities of programme specialists”;
- “financial monitoring”;
- “seminars”;
- “site visits”;
- “co-operation with consultants”;
- “meetings of projects belonging to the same programme”;
- “obligation to publish project results” (especially for scientific research projects);
- “co-operation and personal contact”.

These tools have apparently been developed in order to monitor projects of diverse type, dimension and in different fields of activity.

Among the panel foundations, 24 help grantees in monitoring their projects (some regularly, others only if requested), while 14 do not take

⁴ Here, as in other cases, (see the following paragraphs) the definitions are necessarily concise. Further information would be useful in order to fully understand the specific characteristics and the actual degree of innovation of the different methods.

part in this process and 7 did not answer the question and by implication they do not give any kind of support either (see chart 11).



3.2.2. Cancellation of Projects

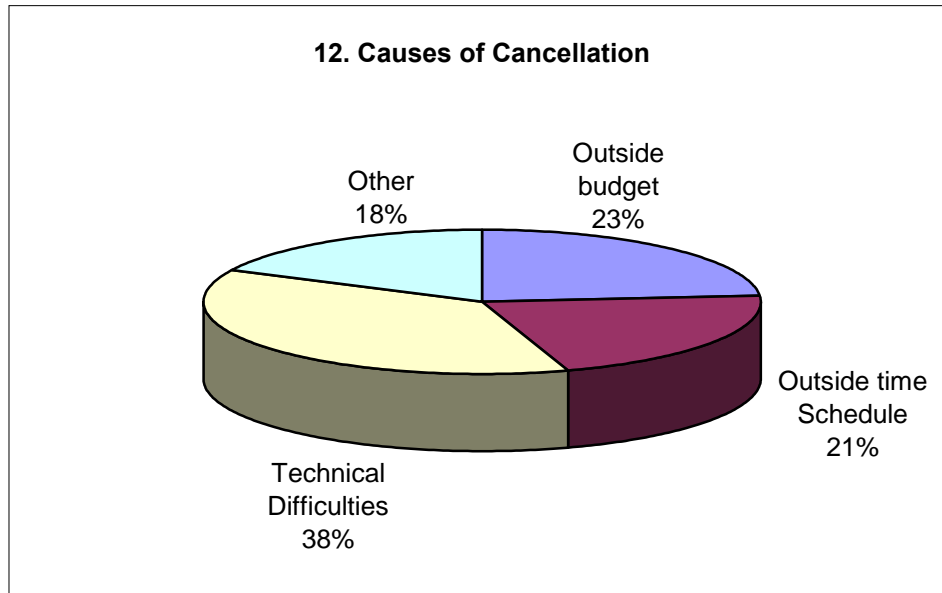
The percentage of abandoned projects is on average low. In fact, it goes from 0% to a maximum of 20%. Specifically, 20 foundations reported a percentage of cancelled projects lower than 5%, 10 between 5% and 20%, 7 referred to a general “low/very low” percentage, 9 gave no answer.

The main causes of cancellation are technical difficulties (38%), then budget (23%) and time schedule (21%). See chart 12.

Among the other causes of cancellation reported by foundations we find:

- “change in leadership”;
- “failure to make progress on goals”;
- “the project finds other funds”;
- “death of project leader”;

- “political events (revolution, etc.)” for foundations working in developing countries;
- “lack of qualified personnel”.



When the percentage of refused projects is compared with the percentage of cancelled ones it is hard to find any relation. That is to say: a higher percentage of *ex-ante* refusals does not necessarily imply a lower percentage of cancellations.

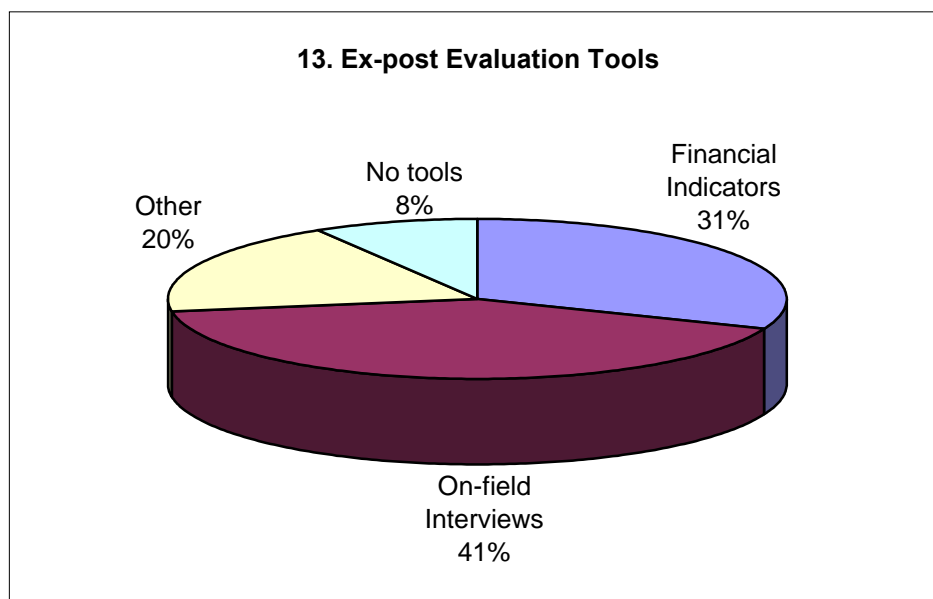
Probably the strikingly low percentage of cancelled projects is due to the outcome of different factors, which are hard to explain here without more detailed data. Some conjectures about this matter are reported when discussing critical issues emerging from the survey (see page 20).

3.3 *Ex-post* Evaluation

3.3.1. *Ex-post* Evaluation Methods

Only 5 foundations do not use any *ex-post* evaluation tool, while the main tools used by the others are on-field interviews (41%) followed by financial indicators (31%) - see chart 13. There are 11 foundations using different evaluation instruments, such as (the definitions were given by the foundations themselves):

- “social impact analysis”;
- “response in media and by participants (feed-back evaluation)”;
- “final reports”;
- “selected evaluations about effectiveness”.

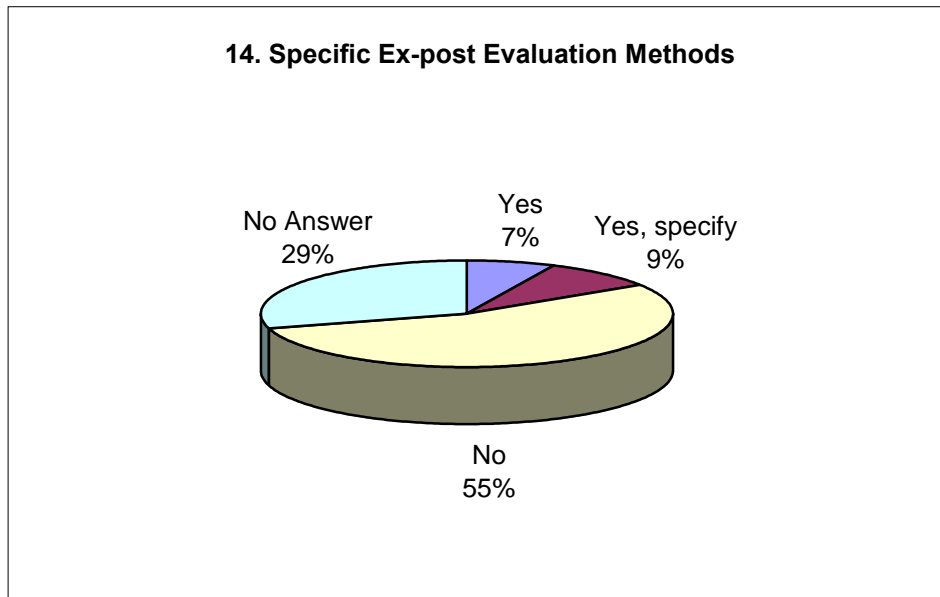


Specific *ex-post* evaluation methods were developed by 7 foundations. They were defined as follows:

- “analysis for possible implementation and continuity”;
- “screening reports”;
- “seminars”;
- “in-house reporting”;

- “specified self-evaluation”;
- “reports outlining project achievements”.

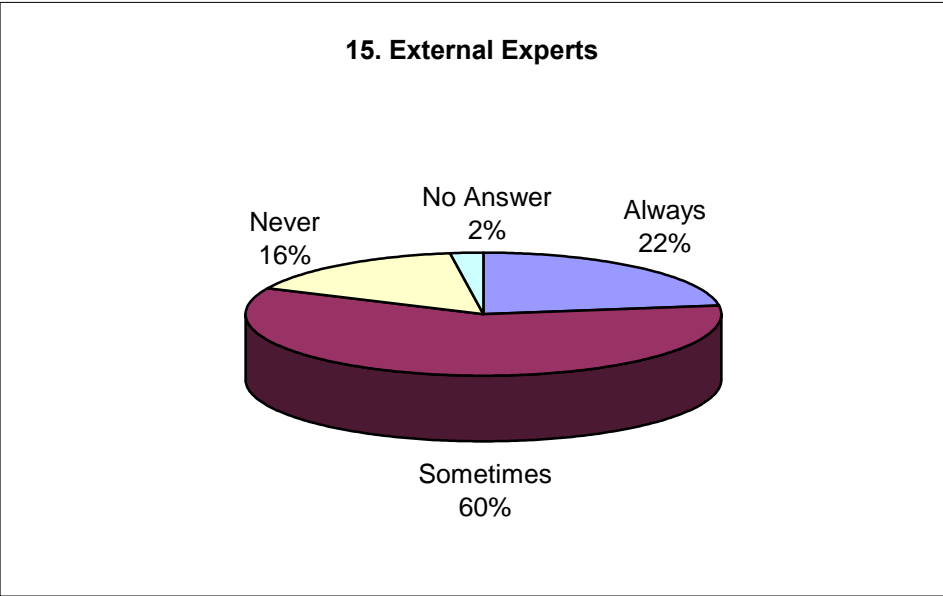
Among the remaining foundations, 25 declared they had not developed specific *ex-post* evaluation methods and 13 gave no answer (see chart 14).



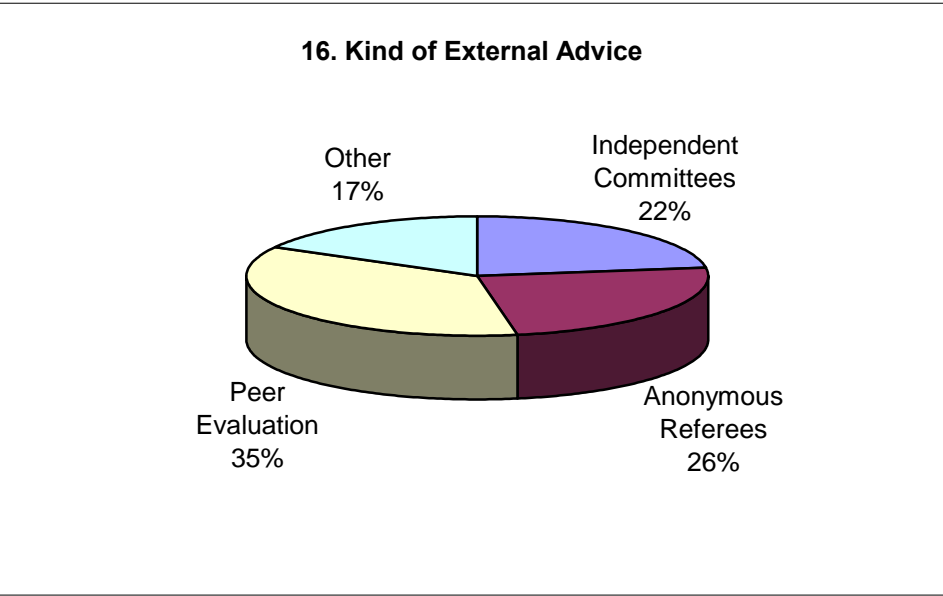
3.4. External Evaluation

3.4.1. External Advice

When answering the question about external evaluation, 27 foundations said they “sometimes” used the advice of external experts, 10 “always” and 7 “never”. In general, foundations ask for external advice in all phases of the projects (*ex-ante*, in process, *ex-post*) and for all or most of their fields of activity (see chart 15).



The most frequently used external advice is the “peer evaluation” (35%), followed by the recourse to “anonymous referees” (26%) and to “independent committees” (22%) - see chart 16. In addition to the above methods, 9 foundations refer to other kind of external advice such as (the definitions were given by the foundations themselves): “independent, external experts”; “grants to other non-profit organizations who conduct the evaluation”.



Critical Issues

Some open questions emerge from the survey and the data sometimes do not give a clear picture on these aspects. They may be considered a useful starting point for an in-depth discussion about foundation evaluation methods.

A. Scope of the Ex-ante Evaluation

If one relates the answers on factors (see table 3.1.2) with the main causes of refusal (see table 3.1.3) a sort of “hierarchy” in the evaluation process appears. At the top we find the project’s features (notably, its degree of innovation), then the skills of the applying institution. The third level of analysis regards the project’s territorial impact and transferability (a relevant factor for achieving a broader social impact).

According to the model, the *ex-ante* evaluation is primarily a screening tool used to choose among competing projects. On the other hand, there is little evidence that the foundations use *ex-ante* evaluation as a first step in the whole evaluation process.

B. Cancellation of projects

As shown in tables 3.2.4. and 3.2.5., the panel foundations cancel a very small percentage of the started projects.

There are at least two possible explanations - or a mix of them: a) the *ex-ante* evaluation works very well or b) foundations *de facto* tend to choose projects with a low risk of failure.

A possible - and somewhat negative - consequence of a risk-averse attitude might be that foundations favour projects with a low degree of innovation. This may happen more frequently in the case of foundations developing a lot of small projects or financing the ordinary activities of applicants.

It is worth discussing the possible contradiction between showing a low-risk attitude and choosing the “degree of innovation” as one of the primary evaluation features when selecting projects (see table 3.1.2).

C. Efficiency and Effectiveness

The evaluation tools should be used with the purpose of finding out not only if the project is successfully completed on scheduled time and with a proportionate amount of money - that is the project is *efficient* - but also if its goals have the desired impact on society - that is: the project reaches its final goal and is *effective* (see the following chart).

| |
|---|
| <i>Intermediate goal</i> ⇔ <i>fulfilment of project</i> ⇔ <i>efficiency</i> |
| <i>Final goal</i> ⇔ <i>desired impact on society</i> ⇔ <i>effectiveness</i> |

We can give the following example: a foundation finances the project of building a public library (*intermediate goal*) in a city area with a strong percentage of immigrants from developing countries in order to foster aggregation and dialogue (*final goal*). If the library is efficiently built but not used by immigrants the project reaches its intermediate goal but fails in producing the desired impact on society.

Focusing on effectiveness is therefore a fairly reasonable way of looking at the project in every single phase of the evaluation process.

D. In Process Evaluation as Technical Assistance?

In the questionnaire, foundations were asked to specify whether they helped grantees in monitoring their projects. According to the answers they gave, 53% of them provide this kind of help.

Posing the question this way implies that assistance to grantees is a separate task. Actually, it is worth verifying the potential of using in process evaluation - if possible with focus on “impact indicators”, as outlined above - as a tool for supporting the grantees in monitoring and, when necessary, modifying the projects in progress in order to obtain the best outcome.

E. In-house Evaluation Methods

It was also within the scope of the survey to investigate whether foundations developed their own evaluation methods. According to our data there are strong differences between the first and last phase on the one hand and the middle one on the other.

For the *ex-ante* evaluation, only 20% of the panel foundations have developed specific methods, 16% for the *ex-post*, while 44% have developed in process evaluation tools. This could mean either that monitoring the project is considered especially important by foundations or that there is a lack of *standard* tools for this phase of the three-stage evaluation process.

If the first assumption is valid, we intuitively notice a possible contradiction between this answer (i.e.: foundations give special relevance to monitoring projects) and the answer about the percentage of cancellation of projects, which was discussed above (see point B).

F. Non-codified Evaluation Methods

It is worth recalling the answers given to the questions dealing with in-house developed methods, which are summarised in the following chart:

| <i>In-house Methods</i> | <i>Ex-ante Evaluation</i> | <i>In Process Evaluation</i> | <i>Ex-post Evaluation</i> |
|-------------------------|---------------------------|------------------------------|---------------------------|
| Yes | 20% | 45% | 16% |
| No | 22% | 44% | 55% |
| No Answer | 58% | 11% | 29% |

It is apparent that the percentage of in-house developed monitoring tools is generally low. But, at the same time, we know that all foundations refuse a certain percentage of the projects submitted (see table 3.1.4), so

we can exclude the case of a foundation using no evaluation method at all.⁵

An explanation of this situation may be that the above foundations simply have not codified their evaluation methods.

G. Evaluation of the Applying Organization

The questionnaire is focused more on the evaluation of projects than on the evaluation of the organization developing the projects. This point of view seems to be largely confirmed by foundations. Among the evaluation features (see table 3.1.2) the “Skills of the personnel involved” and the “Track record of the applying institution” are ranked as features of medium/scarcely importance.

In fact, checking out whether an organization is qualified for developing a project should be considered as a *condicio sine qua non* for starting the evaluation process.

⁵ This conclusion is obvious, on the condition that we call an “evaluation method” any criteria a foundation uses in order to sift the proposals it receives.

Foundations' Comments

Commenting the survey's results, several foundations note that the percentage of reply is comparatively low if we consider that the survey was conducted among EFC members. The small number of answers to the single questions is indicated as another obstacle for the results.

The low percentage may show either that the topic "evaluation" is not considered sufficiently important among foundations or that many of them are too small or concentrate on very limited funding activities. Another possible reason is the unwillingness of some foundations to give open information on their evaluation activities.

Moreover, it was pointed out that probably a great number of foundations lack a strategic planning process altogether and take their decisions on a case-by-case and/or on non-strategic criteria (emotional affinity, political motives, etc.). Accordingly, it was suggested that some foundations may also simply spend money as long as it is available and simply refuse the applications when there is no more money left.

About the *ex-ante* evaluation criteria, it was noted that the low ranking of the "technical and financial feasibility" and of the "transferability" suggests that reform/progress/change in society generally play a minor role when foundations define their objectives. A deeper analysis of the instruments, taking into account the differences between research-funding foundations and more philanthropy-orientated foundations could be useful.

Furthermore, it was pointed out that it would be helpful to further discuss the differences between operating and grantmaking foundations. More attention should be devoted to the influence of a foundation's fields of activity (evaluation procedures are in fact heavily sector-dependent) and to its size, goals, mission, degree of internalisation and geographical location.

The percentage of foundations not using external evaluation was considered too high. A specific system of selection, rotation and qualification of the peers asked for external advice could be a useful tool in order to assure evaluation quality.

Several foundations sent us comments about the low cancellation rates and gave the following explanations:

- Foundations dread abandoning a project and would rather bring a bad project to an end.
- Foundations do not check their projects as ongoing processes but wait until the projects are completed or until they get final reports.
- Foundations have no specified failure criteria suitable for all the projects. Therefore, it is possible that in spite of a high-risk attitude, insufficient effort in checking the actual success of a project leads to low rates of cancellation.
- Many projects are not cancelled, but at the same time are completed partially or unsatisfactorily.

Moreover it was noted that the level of cancellation to be considered as “high” is difficult to define in absence of benchmarks.

Standards among European foundations are very different. As a consequence, it was suggested that a general “Code of Evaluation” should be added to the “Code of Practice” the EFC aims at.

Appendix 1

List of the Panel's Foundations

| | Name | Country |
|----|--|-----------------|
| 1 | Bankers Trust Company Foundation | USA |
| 2 | Bernard Van Leer Foundation | The Netherlands |
| 3 | Bertelsmann Stiftung | Germany |
| 4 | Black Sea University Foundation | Rumania |
| 5 | Bodossaki Foundation | Greece |
| 6 | Charles Stewart Mott Foundation | USA |
| 7 | Civil Society Development Foundation | Slovakia |
| 8 | Compagnia di San Paolo | Italy |
| 9 | Deutsche Bundesstiftung Umwelt | Germany |
| 10 | Diageo Foundation | United Kingdom |
| 11 | Dr. Zhelyn Zhelev Foundation | Bulgaria |
| 12 | Dreyfus Health Foundation | USA |
| 13 | European Cultural Foundation | The Netherlands |
| 14 | EVKAF Foundation | North Cyprus |
| 15 | EVRIKA Foundation | Bulgaria |
| 16 | Finnish Cultural Foundation | Finland |
| 17 | Fondation de France | France |
| 18 | Fondation Franco-Japonaise Sasakawa | France |
| 19 | Fondazione Adriano Olivetti | Italy |
| 20 | Fondazione Cassa di Risparmio di Venezia | Italy |
| 21 | Fondazione ENI Enrico Mattei | Italy |
| 22 | Fondazione Giovanni Agnelli | Italy |
| 23 | Foundation for Swedish Culture in Finland | Finland |
| 24 | Franz Haniel & Cie. GMBH | Germany |
| 25 | Fundacion BBV | Spain |
| 26 | Fundacion Empresa y Sociedad | Spain |
| 27 | German Marshall Fund of the United States | USA |
| 28 | International Association of Peace Foundations | Russia |
| 29 | International Charity and Health Fund | Russia |
| 30 | J. F. Costopoulos Foundation | Greece |
| 31 | Kulturstiftung Haus Europa (Maecenata) | Germany |
| 32 | Lambrakis Research Foundation | Greece |
| 33 | Latvian Culture Foundation | Latvia |
| 34 | Open Estonia Foundation | Estonia |
| 35 | Open Society Foundation - Sofia | Bulgaria |
| 36 | Robert Bosch Stiftung GMBH | Germany |
| 37 | Schweisfurth Stiftung | Germany |
| 38 | Slovak Humanitarian Council | Slovakia |
| 39 | Stefan Batory Foundation | Poland |
| 40 | Stichting Amici Almae Matris | The Netherlands |
| 41 | Stichting VSB Fonds | The Netherlands |
| 42 | Stiftelsen Riksbankens Jubileums Fond | Sweden |
| 43 | Toyota Foundation | Japan |
| 44 | United Way International | USA |
| 45 | Volkswagen-Stiftung | Germany |

Appendix 2

Data Processing Methods

Before starting with the data processing we searched for more information in literature and in the web about the foundations of our panel in order to put their answers in a comprehensive context.

Although our panel is relatively small if compared with the entire EFC population, no country is over-represented: we think therefore that the panel's size does not affect our survey's results.

In processing data we took the following steps:

- The first step was to collect the answers to the closed questions (“yes” or “no” type) in a table. Analysing this table we noticed regularities and strong differences that were not easy to explain by just reading the questionnaires.
- The second step was summing up the answers to the questions, then presenting them in tables (**Appendix 3**).
- Finally we analysed the answers to the open-ended questions, from which we obtained most of the information about the tools developed by foundations to organize their activity and solve their problems.

We received the last questionnaire included in the survey on 30 June 1998.

At the beginning of September 1998 a draft of the Report was sent to all the foundations of our panel in order to collect their comments.

The results of this process are presented and surveyed in the final Report.

Appendix 3

Tables of Results

1. The Panel

| 1.1. Country | | out of |
|-----------------|-----------|------------|
| Bulgaria | 3 | 8 |
| Estonia | 1 | 2 |
| Finland | 2 | 2 |
| France | 2 | 6 |
| Germany | 7 | 13 |
| Greece | 3 | 3 |
| Italy | 5 | 7 |
| Japan | 1 | 4 |
| Latvia | 1 | 3 |
| North Cyprus | 1 | 1 |
| Poland | 1 | 10 |
| Rumania | 1 | 3 |
| Russia | 2 | 2 |
| Slovakia | 2 | 5 |
| Spain | 2 | 9 |
| Sweden | 1 | 2 |
| The Netherlands | 4 | 6 |
| United Kingdom | 1 | 12 |
| United States | 5 | 24 |
| Other Countries | 0 | 25 |
| Tot. | 45 | 147 |
| May 1998 data | | |

| 1.2. EFC Typology (multiple answers possible) | | % |
|--|-----------|-------------|
| Independent Foundation | 33 | 68% |
| Corporate Foundation | 5 | 10% |
| Governmentally-linked Foundation | 0 | 0% |
| Fund-raising Foundation | 6 | 12% |
| Other | 5 | 10% |
| Tot. | 49 | 100% |

| 1.3. Main Fields of Activity (multiple answers possible) | | % |
|--|------------|-------------|
| Arts and Culture | 23 | 12% |
| Education and Initial Training | 28 | 15% |
| Science | 14 | 7% |
| Social Science | 17 | 9% |
| Environment | 20 | 10% |
| Health | 17 | 9% |
| Social Services | 10 | 5% |
| Community Development and Housing | 12 | 6% |
| Civil Society, Law and Civil Rights | 16 | 8% |
| Philanthropy, Voluntarism and Non-profit Support Service | 20 | 10% |
| International Development and Relations | 14 | 7% |
| Other | 3 | 2% |
| Tot. | 194 | 100% |

May 1998 data

2. Guidelines and Report

| 2.1. Strategic Guidelines (multiple answers possible) | | % |
|--|-----------|-------------|
| Year-by-year | 21 | 35% |
| Medium Term | 31 | 53% |
| Long Term | 7 | 12% |
| None | 0 | 0% |
| Tot. | 59 | 100% |

| 2.3. External Advice | | % |
|-----------------------------|-----------|-------------|
| Yes | 13 | 29% |
| No | 17 | 38% |
| No Answer | 15 | 33% |
| Tot. | 45 | 100% |

| 2.2. Who Sets Strategic Guidelines? (multiple answers possible) | | % |
|--|-----------|-------------|
| Chairman/President | 7 | 10% |
| Director | 12 | 18% |
| Secretary | 2 | 3% |
| Board of Trustees | 30 | 44% |
| Scientific Committee | 10 | 15% |
| Others | 7 | 10% |
| Tot. | 68 | 100% |

| 2.4. You Periodically Publish (multiple answers possible) | | % |
|--|-----------|-------------|
| Annual Report | 36 | 49% |
| Newsletter | 25 | 34% |
| Other | 13 | 17% |
| Tot. | 74 | 100% |

3.1. Ex-ante Evaluation

| 3.1.1. Specific Methods | | % | |
|-------------------------|-----------|-------------|--|
| Yes | 9 | 20% | |
| No | 10 | 22% | |
| No Answer | 26 | 58% | |
| Tot. | 45 | 100% | |

| 3.1.3. Application form | | % | |
|-------------------------|-----------|-------------|--|
| Yes | 17 | 38% | |
| No | 23 | 51% | |
| No Answer | 5 | 11% | |
| Tot. | 45 | 100% | |

| 3.1.4. Percentage of Refusal | |
|------------------------------|-----|
| Minimum | 10% |
| Maximum | 95% |
| 0-24% | 5 |
| 25%-49% | 6 |
| 50%-74% | 9 |
| 75%-100% | 12 |
| No Answer | 13 |

| 3.1.2. Evaluation Features | Most Frequent Ranked |
|--|----------------------|
| (1=most important, 9=least important) | |
| Consistency with Guidelines | 1 |
| Degree of Innovation | from 2 to 3 |
| Technical and Financial Feasibility | from 2 to 4 |
| Skills of the Personnel involved | from 3 to 7 |
| Track record of the Applying Institution | from 4 to 7 |
| Financial Self-sustainability | 5 |
| Transferability | 8 |
| Territorial/Environmental Impact | 2, 3, 9 |
| Presentation | from 5 to 9 |
| No Answer | 3 |

| 3.1.5. Causes of Refusal (multiple answers possible) | | % | |
|---|-----------|-------------|--|
| Do not Fit the Guidelines | 35 | 41% | |
| Financial/Technical Weakness of the Project | 21 | 25% | |
| Lack of Originality/Innovation | 20 | 24% | |
| Other | 9 | 10% | |
| Tot. | 85 | 100% | |

3.2. In Process Evaluation

| 3.2.1. Tools (multiple answers possible) | | % |
|---|-----------|-------------|
| Financial Indicators | 23 | 24% |
| Impact Indicators | 15 | 16% |
| Controls on Time Scheduling | 22 | 23% |
| Periodical Reports | 31 | 33% |
| Other | 4 | 4% |
| Tot. | 95 | 100% |

| 3.2.2. In House Methods | | % |
|--------------------------------|-----------|-------------|
| Yes | 14 | 31% |
| Yes, Specify | 6 | 14% |
| No | 20 | 44% |
| No Answer | 5 | 11% |
| Tot. | 45 | 100% |

| 3.2.3. Do you help grantees in monitoring their projects? | | % |
|--|-----------|-------------|
| Yes | 24 | 53% |
| No | 14 | 31% |
| No Answer | 7 | 16% |
| Tot. | 45 | 100% |

| 3.2.4. Percentage of Cancellation | |
|--|----|
| 0-5% | 20 |
| 5%-10% | 4 |
| 10%-20% | 6 |
| Low/very low | 7 |
| No Answer | 9 |

| 3.2.5. Causes of Cancellation (multiple answers possible) | | % |
|--|-----------|-------------|
| Outside Budget | 12 | 23% |
| Outside Time Schedule | 11 | 21% |
| Technical Difficulties | 20 | 38% |
| Other | 9 | 18% |
| Tot. | 52 | 100% |

3.3. Ex-post Evaluation

| 3.3.1. Tools (multiple answers possible) | | % |
|---|-----------|-------------|
| Financial Indicators | 18 | 31% |
| On-field Interviews | 24 | 41% |
| Other | 12 | 20% |
| No Tool | 5 | 8% |
| Tot. | 59 | 100% |

| 3.3.2. Specific Methods | | % |
|-------------------------|-----------|-------------|
| Yes | 3 | 7% |
| Yes, Specify | 4 | 9% |
| No | 25 | 55% |
| No Answer | 13 | 29% |
| Tot. | 45 | 100% |

3.4. External Evaluation

| 3.4.1. External Experts | | % |
|-------------------------|-----------|-------------|
| Always | 10 | 22% |
| Sometimes | 27 | 60% |
| Never | 7 | 16% |
| No Answer | 1 | 2% |
| Tot. | 45 | 100% |

| 3.4.3. Phase of the Project (multiple answers possible) | | % |
|--|-----------|-------------|
| <i>Ex-ante</i> | 29 | 38% |
| In Process | 25 | 32% |
| <i>Ex-post</i> | 23 | 30% |
| Tot. | 77 | 100% |

| 3.4.5. Kind of External Advice (multiple answers possible) | | % |
|---|-----------|----------------|
| Independent Committees | 12 | 22,50% |
| Anonymous Referees | 14 | 24,50% |
| Peer Evaluation | 19 | 36% |
| Other | 9 | 17% |
| Tot. | 54 | 100,00% |

| 3.4.2. Fields where External Advice is More Frequently Used (multiple answers possible) | | % |
|--|------------|-------------|
| Arts and Culture | 13 | 9% |
| Education and Initial Training | 20 | 14% |
| Science | 12 | 8.5% |
| Social Science | 12 | 8.5% |
| Environment | 15 | 11% |
| Health | 14 | 10% |
| Social Services | 9 | 6% |
| Community Development and Housing | 7 | 5% |
| Civil Society, Law and Civil Rights | 13 | 9% |
| Philanthropy, Voluntarism and Non-profit Support Service | 12 | 8.5% |
| International Development and Relations | 12 | 8.5% |
| Other | 3 | 2% |
| Tot. | 142 | 100% |