



Instituut voor de Aanmoediging van Innovatie
door Wetenschap en Technologie in Vlaanderen



**Instituut voor de Aanmoediging van Innovatie
door Wetenschap en Technologie in Vlaanderen**

A Manual for Self-Evaluation of Competence Research Centres

COMPERA Workshop Monitoring & Evaluation

May 20, 2009 - Oslo

Corien Struijk

[home](#) >

[sitemap](#) >

Mid-term and ex post evaluation of Competence Pools in Flanders -> starting point self-evaluation

End 2008/start 2009 several Competence Pools needed a self-evaluation

Need for framework and support for self-evaluation

Study:

- General part -> methodology, practical manual
- Case studies -> support in certain phases of self-evaluation (e.g. LFA, defining indicators, ...)

Content manual

title of the presentation

[home >](#)

[sitemap >](#)

- Self-Evaluation Method
- Using LFA to describe an organisation
- Defining indicators
- Drawing up of information collection plan and collecting information
- Analysing on effectiveness and efficiency
- Reporting

Self-Evaluation Method

title of the presentation

[home >](#)

[sitemap >](#)

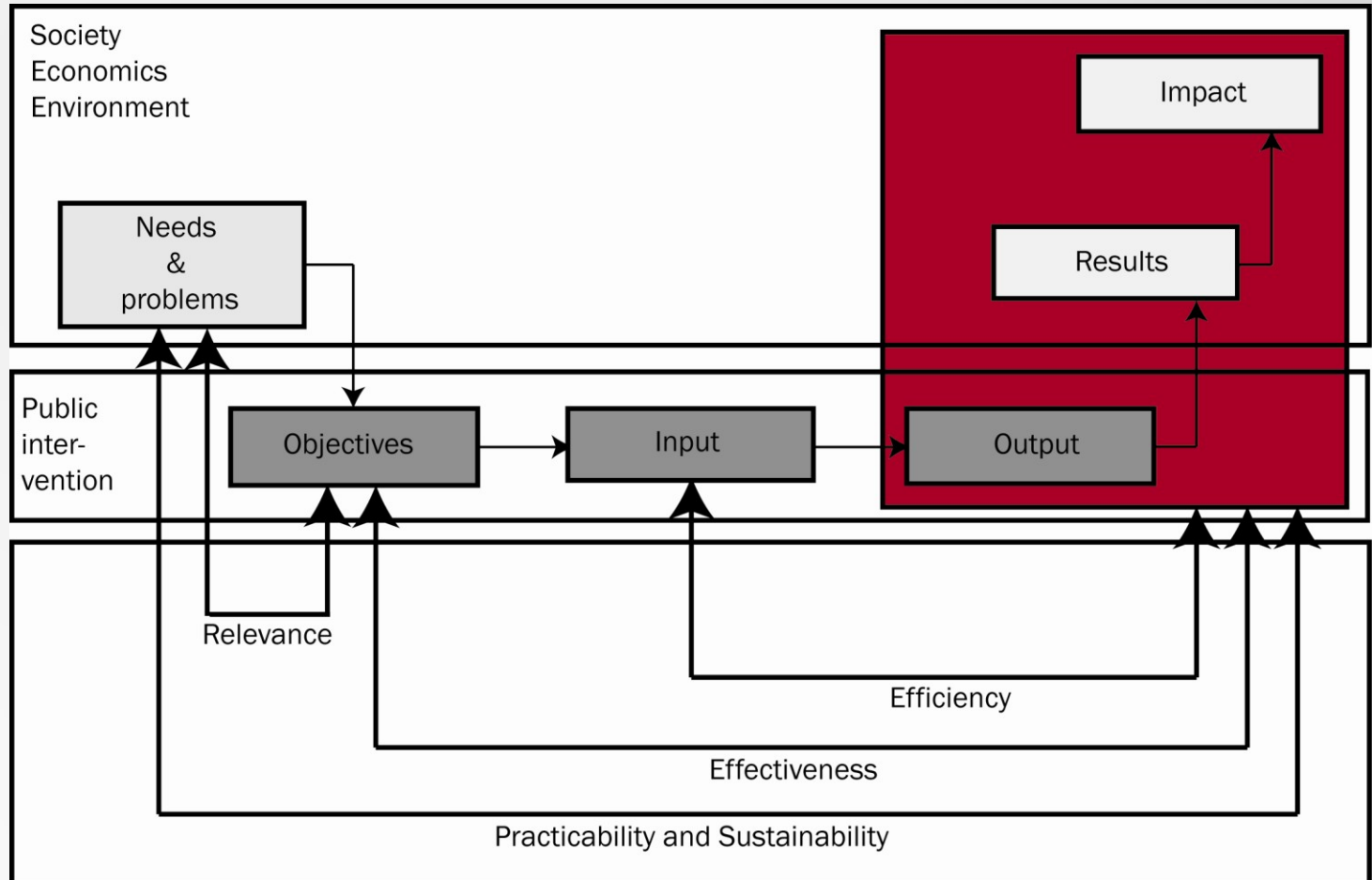
- To increase insight into one's organisation:
 - to check its goals are achieved
 - Provide tools to improve and optimize
 - Justification of funding

- Most important questions:
 - Relevance
 - Effectiveness
 - Efficiency

Self-Evaluation Method - Conceptual Model

title of the presentation

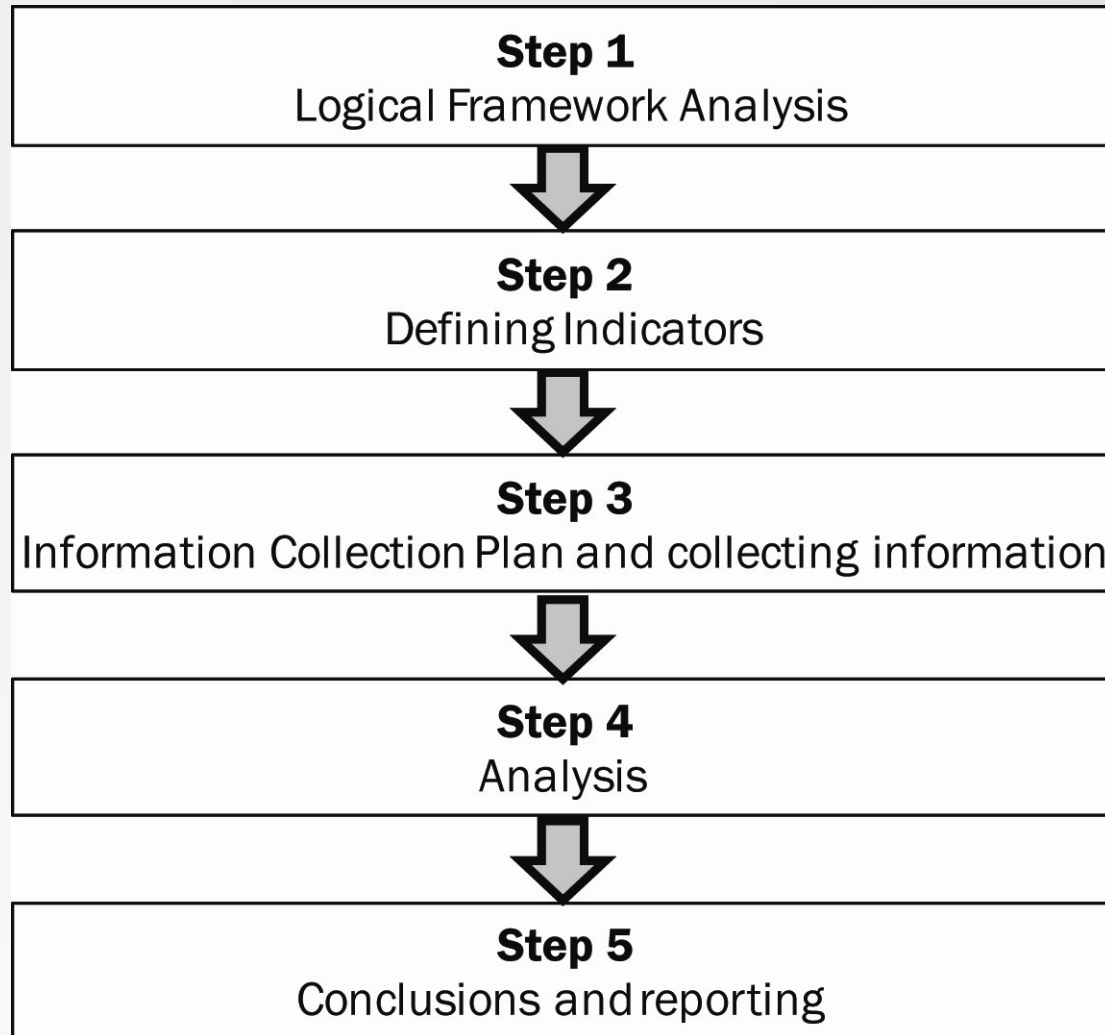
home >
sitemap >



Self-Evaluation Method - Approach

title of the presentation

[home >](#)
[sitemap >](#)



Using LFA to describe an organisation

title of the presentation

[home >](#)

[sitemap >](#)

Key questions:

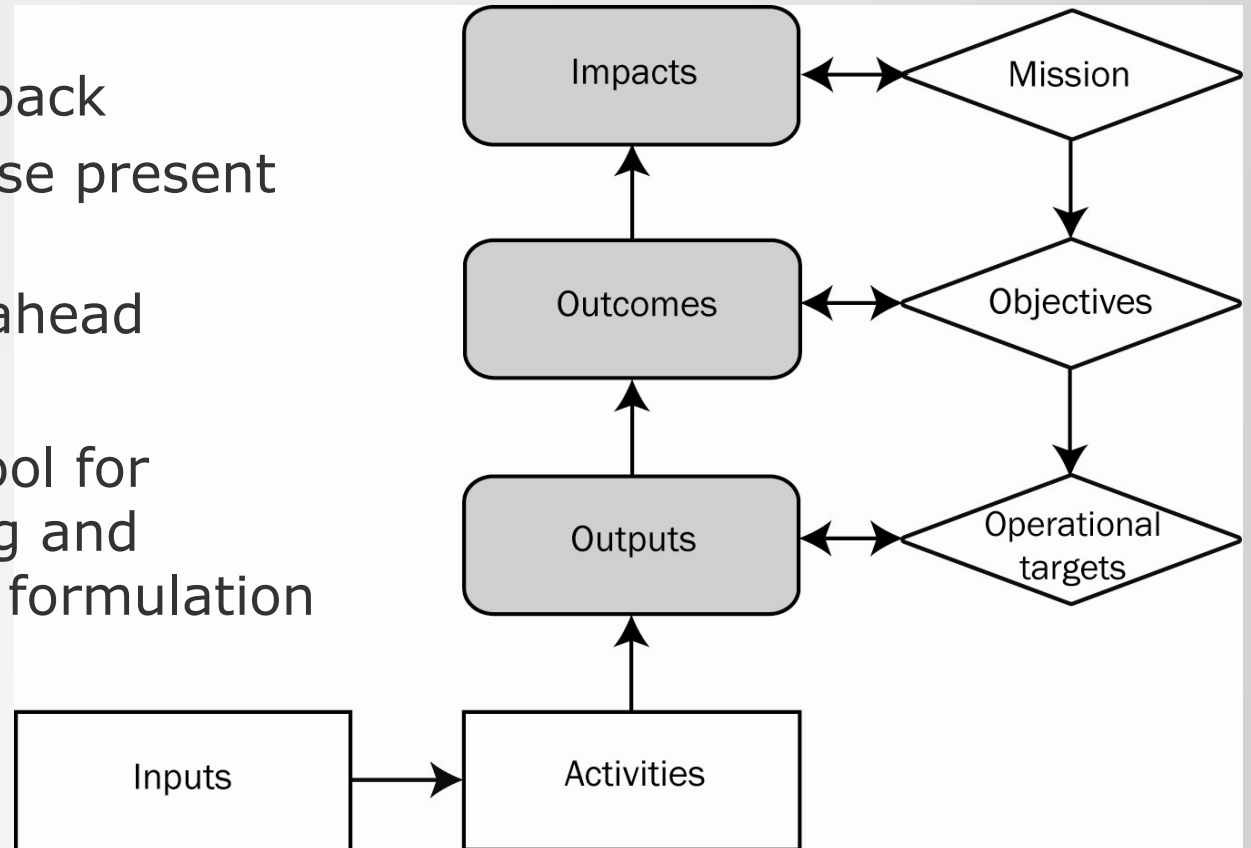
- Do the activities contribute to the objectives and eventually to the mission
- Are all the objectives supported by (a set of) activities)
- In other words, is there a programme logic?

Using LFA to describe an organisation - diagram

home >
sitemap >

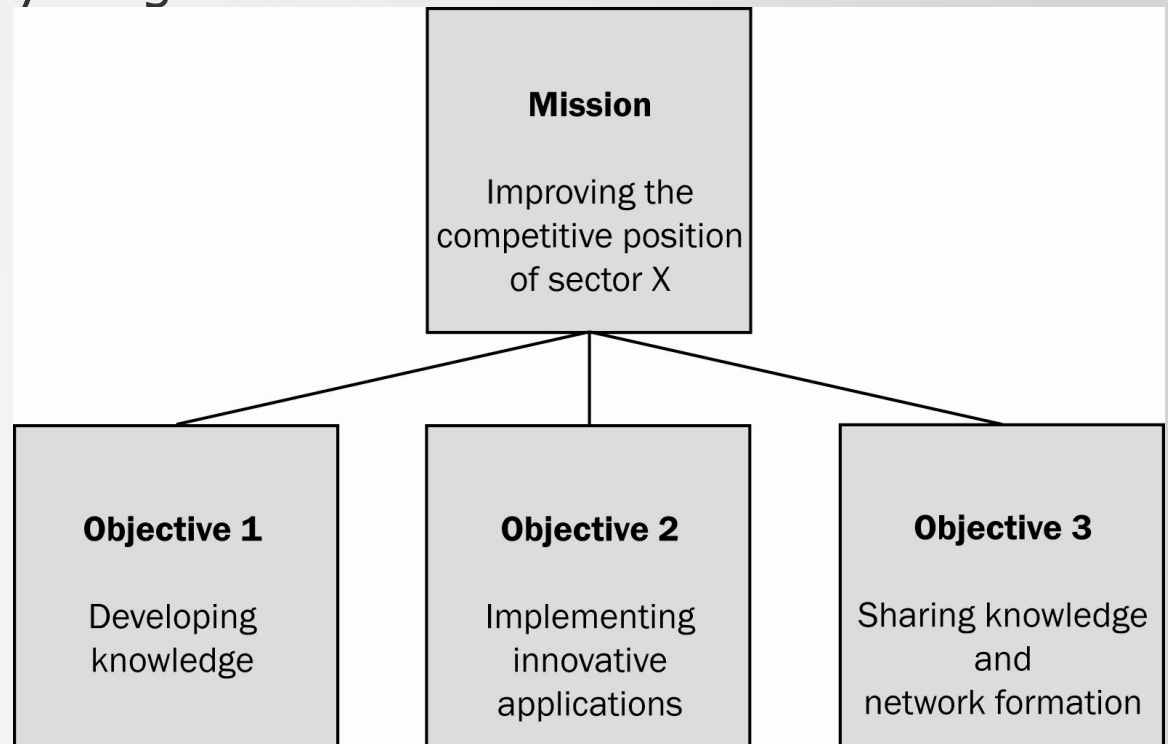
- To look back
- To analyse present situation
- To look ahead

LFA is a tool for analysing and strategy formulation



Four steps in LFA method

1. Identifying the formulated mission and objectives
2. Identifying the implemented activities: outputs
3. Relating the activities, outputs and objectives
4. Ordering by target audience



Step 1

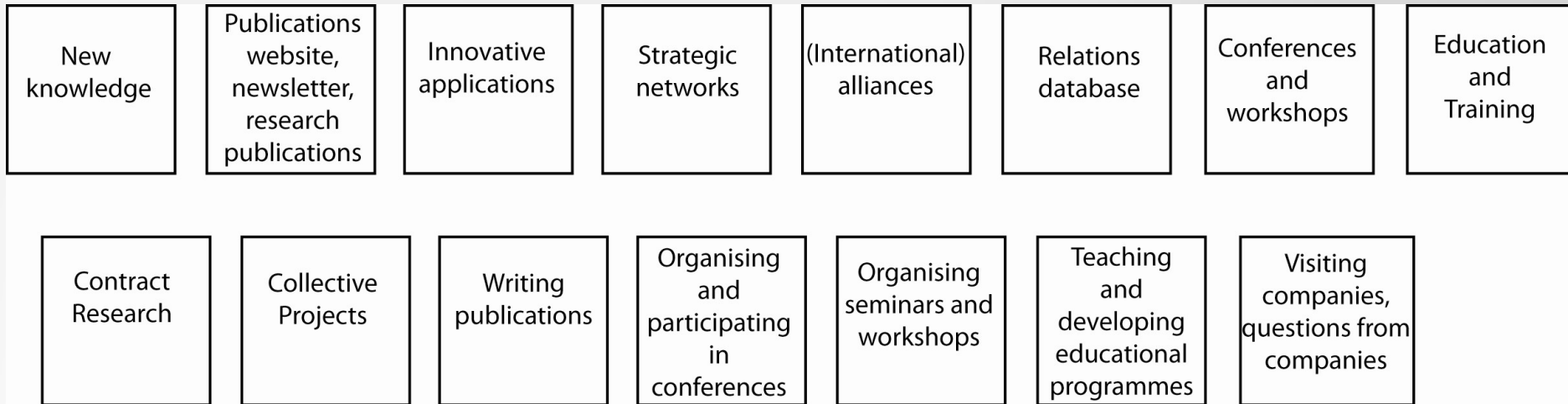
Using LFA to describe an organisation - step 2

title of the presentation

[home >](#)

[sitemap >](#)

Relating the activities, outputs and objectives

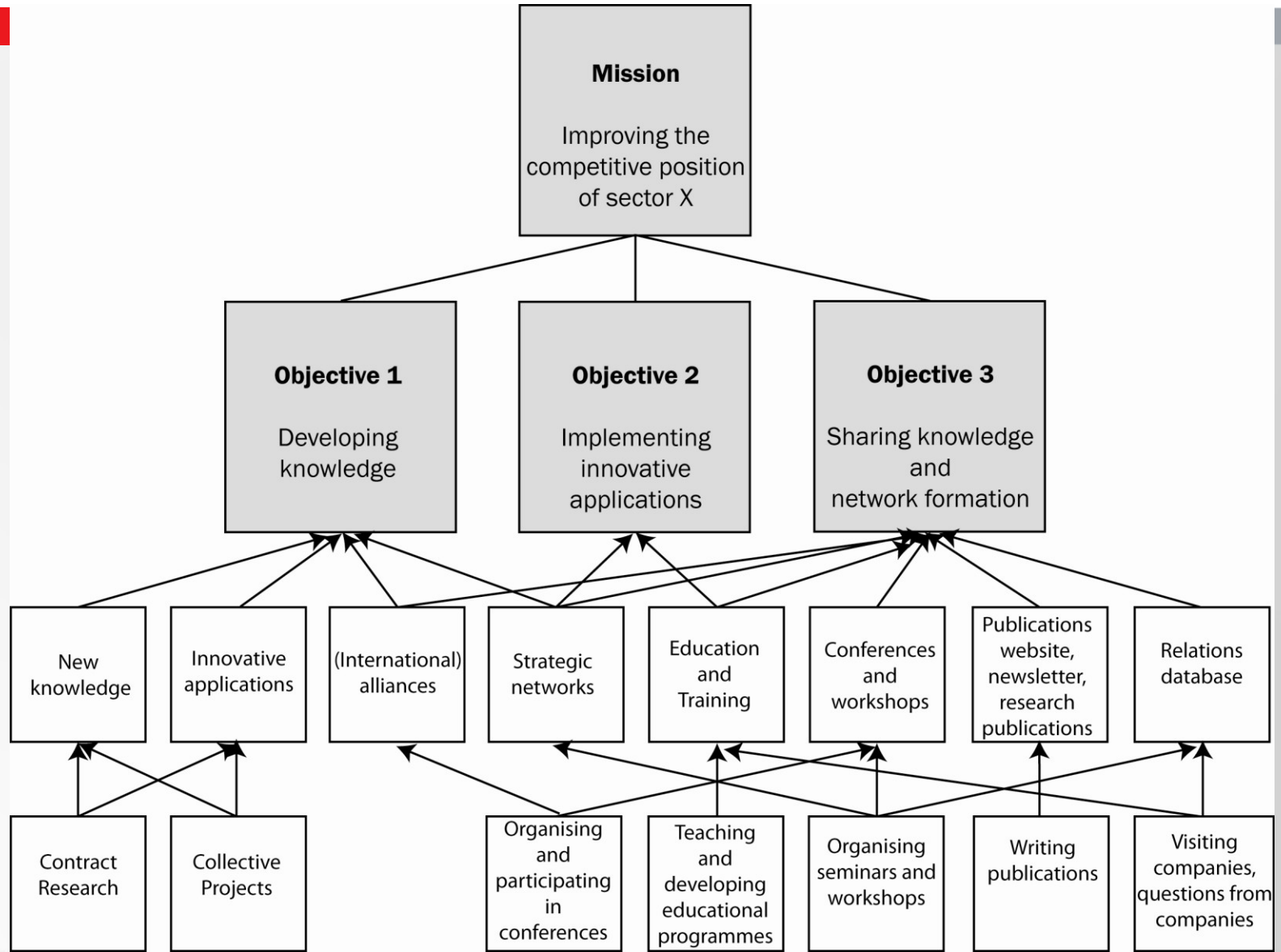


Activities (below) and outputs (above)

Using LFA to describe an organisation - step 3

Coherence in the Logical Framework

[home >](#)
[sitemap >](#)



Using LFA to describe an organisation - step 4

title of the presentation

[home >](#)

[sitemap >](#)

Ordering by target audience:

1. Defining (companies, citizens, knowledge centres, governments, international players)
2. Deciding most important target audience
3. Order activities by target audience

Defining indicators

title of the presentation

[home >](#)

[sitemap >](#)

- Indicators must indicate the extent to which the mission and objectives are being realised
- Indicators that can not be linked to an element of the LFA are not relevant.
- The set of indicators is not fixed for an indefinite period!
- Four categories:
 1. Input indicators -> efforts
 2. Output indicators -> direct results of activities
 3. Outcome indicators -> objectives
 4. *Impact indicators -> mission*

Examples of indicators

title of the presentation

[home >](#)

[sitemap >](#)

LFA building block

Collective Projects

(input)

New knowledge

(output)

Diffusion of knowledge
and network formation

(outcome)

Strengthened position of
a sector

(impact)

Example of indicator

number of projects/partners

budgets per theme

number of scientific publications

number of intern. research proj.

use of knowledge and tools by
target audience

number of new alliances

new companies: spin-offs

growing innovativity in the sector in
terms of new products

Drawing up an information collection plan and collecting information

- Expressing a value for each indicator
- Collecting internally or externally, methods

Category	Indicator	Nature of Info.	Info. Source
Input	budget per theme	quantitative	internal: project files / management system
Output	quality of events	qualitative	Internal: event files
Outcome	use of tools by target audience	quantitative	external: questioning stakeholders
Impact	growing innovativity of sector in terms of products	quantitative	external: questioning stakeholders

Analysing on effectiveness and efficiency

title of the presentation

[home >](#)

[sitemap >](#)

- Self-evaluation should reveal reasons why target values have either been achieved or not
- Case studies can be used to determine whether the programme logic works
- How good is the competence pool compared to other organisations with similar goals
- The ultimate goal is a picture of the organisation in the context of its environment and a support for strategic decisions

Kind of analysis

title of the presentation

[home >](#)

[sitemap >](#)

- Financial analysis
- Activity analysis
- Impact analysis
- Network analysis
- Environmental analysis
- Benchmark and peer review

- SWOT analysis

[home >](#)

[sitemap >](#)

Chapter 1: Description of the Competence Pool

- Mission & objectives
- Activities (summary of headlines)
- Organisation (structure, number of employees, key strategic processes)

Chapter 2: Logical Framework Analysis

Chapter 3: Input

- Financial data from year to year
- Detailed overview of activities
- Expenditure per activity

[home >](#)

[sitemap >](#)

Chapter 4: Output

- Outputs per activity (e.g. consultancy, projects realised, number of visitors) and discussing these (linked to output indicators)

Chapter 5: Results and effects

- Results and effects by activity and for the overall mission and objectives

Chapter 6: summary of performance indicators

- Reports on agreed list of indicators

Chapter 7: Findings

- Conclusions & options for improvement, suggested changes

Authors Manual for Self-Evaluation of Competence Research Centres

title of the presentation

home >

sitemap >

Technopolis Groups

- Hanneke Bodewes
- Monique Nagle
- Geert van der Veen
- Frank Zuijdam

Manual can be downloaded from:

<http://www.iwt.be/diensten/obs/publicaties/index.htm>



Instituut voor de Aanmoediging van Innovatie
door Wetenschap en Technologie in Vlaanderen

Bischoffsheimlaan 25

B-1000 Brussel

Tel.: +32 (0)2 209 09 00

Fax.: +32 (0)2 223 11 81

E-mail: info@iwt.be

www.iwt.be