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Friday, October 26th

Client-evaluator Interaction:
Learning from Each Other by Doing with Each Other
The Client Perspective:

- the Foundation
- the evaluation objects and their complex environment
- evaluation stakeholders and process
- lessons learnt from the projects with Technopolis
The Alexander von Humboldt Foundation

Connecting academic excellence worldwide

Knowledge transfer and cooperation at the highest level
The Humboldt Foundation's intervention

- sponsorship of international academics as part of foreign cultural and educational policy
- strengthening cutting-edge research through internationalisation
- impetus for the research location Germany by promoting individuals
- sole selection criterion: academic excellence
- no quotas for countries or disciplines
The Humboldt Foundation's funding

Budget for 2011: approx. 101 million EUR
Financed by federal funds: approx. 96%

AA: Federal Foreign Office
BMBF: Federal Ministry of Education and Research
BMZ: Federal Ministry for Economic Cooperation and Development
BMU: Federal Ministry for the Environment, Nature Conservation and Nuclear Safety
Sponsorship Opportunities offered by the Alexander von Humboldt Foundation
# Key sponsorship programmes at a glance

<table>
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<tr>
<th>Career stages</th>
<th>Academics from abroad</th>
<th>Academics from Germany</th>
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<tr>
<td><strong>Postdoctoral researchers</strong></td>
<td>- Humboldt Research Fellowship</td>
<td>- Feodor Lynen Research Fellowship</td>
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<td>(up to 4 years after completion of doctorate)</td>
<td>- Georg Forster Research Fellowship</td>
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<td><strong>Experienced researchers</strong></td>
<td>- Friedrich Wilhelm Bessel Research Award</td>
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<td>(up to 12 years after completion of doctorate)</td>
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<td></td>
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<td>(up to 18 years after completion of doctorate)</td>
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<td><strong>Internationally renowned academics</strong></td>
<td>- Humboldt Research Award</td>
<td>- Max Planck Research Award</td>
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<td>- Anneliese Maier Research Award</td>
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<td>- Max Planck Research Award</td>
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<td></td>
<td>- Alexander von Humboldt Professorship</td>
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Alumni sponsorship and international networking

- more than 25,000 Humboldtians in over 130 countries: “Once a Humboldtian – always a Humboldtian”
- alumni sponsorship and international networking through e.g.
  - further research stays
  - Research Group Linkage Programme
  - Humboldt Colloquia and Kollegs
  - Humboldt Alumni Associations
  - Humboldt Alumni Award
What makes Evaluation Complex?

- Goal identification:
  - Different funding ministries have different priorities
  - Specific programmes within homogenous portfolio
  - Long tradition of the programmes
- Impact evaluation
  - Moderating factors of fellows and awardees: worldwide, cultural differences, all scientific disciplines, cohorts, gender
  - Expectations: research vs. policy advice
Solution: Programme Evaluation in the Humboldt-Foundation
History

- Before 2006: analysis of final reports of fellows and hosts; annual report statistics; geographic research on research cooperation of Humboldtians
- Beginning 2000: increase of professional evaluation in Germany, pressure from funding ministries and funding agencies
- Since 2006: implementation of an evaluation concept, in agreement with Board of trustees, including representatives from Ministries
Programme Evaluation: why?

- Accountability/ legitimation
- Programme development
- Marketing
Programme Evaluation: who?

Evaluator (independent agency)

Evaluation Unit

Scientific advisory board

Internal Evaluation project team
Programme Evaluation: Process

Internal project team
- Proposal of the evaluation design: programme goals, indicators, methods

Scientific advisory board
- Evaluation design
- Realistic expectation, methodological limits

Evaluator
- Allocation (acceptance of tender)
- Project realization

Scientific advisory board
- Statement on evaluation report: adequacy of methods, acceptability of recommendations

Board of trustees
- Decision on action plan
Lessons learnt client perspective
Evaluation Concept

- Evaluation stakeholder and process: adequate
- Evaluation cycle: not every seven years but programme monitoring
- No overall view but focused questions
- Multivariate methods
Project Management Foundation

- Acceptance
- Coordination of feedback in a hierarchic organization
- Benefit visible and appreciated
- Relevance of reporting systems
Interaction with Evaluator

- Common knowledge of the evaluation object
- Increase of database skills
- More in-depth view and understanding of programme ideas
- Independence - distance
- Budget management
- Synthesis of quantitative and qualitative data