



XXII National Congress

Associazione Italiana di Valutazione AIV

Institutionalization of Evaluation in Europe

Prof. Dr. Reinhard Stockmann
Director CEval
University of the Saarland

Universita IUAV di Venecia
1.- 3. April, 2019

Centrum für Evaluation
CEval
Center for Evaluation



**Research Dimensions:
Institutionalization of evaluation in different sub-systems**

Political System: institutional structures and processes	Social System: societal dissemination and acceptance of evaluation in society	System of Professionalization: professionalization of evaluations
National evaluation regulations	Use of evaluations by civil society	Academic study courses, further training etc.
Evaluation practice	Public discourse	Profession/ discipline
Use of evaluations within the political system	Demand of evaluation by civil society	Compliance to standards and quality obligations

- 1) Research goal and theoretical and methodological approach
- 2) The institutionalization of evaluation in the political systems in Europe
- 3) The institutionalization of evaluation in the social system in Europe
- 4) Professionalization of evaluation
- 5) Driving forces of evaluation in Europe



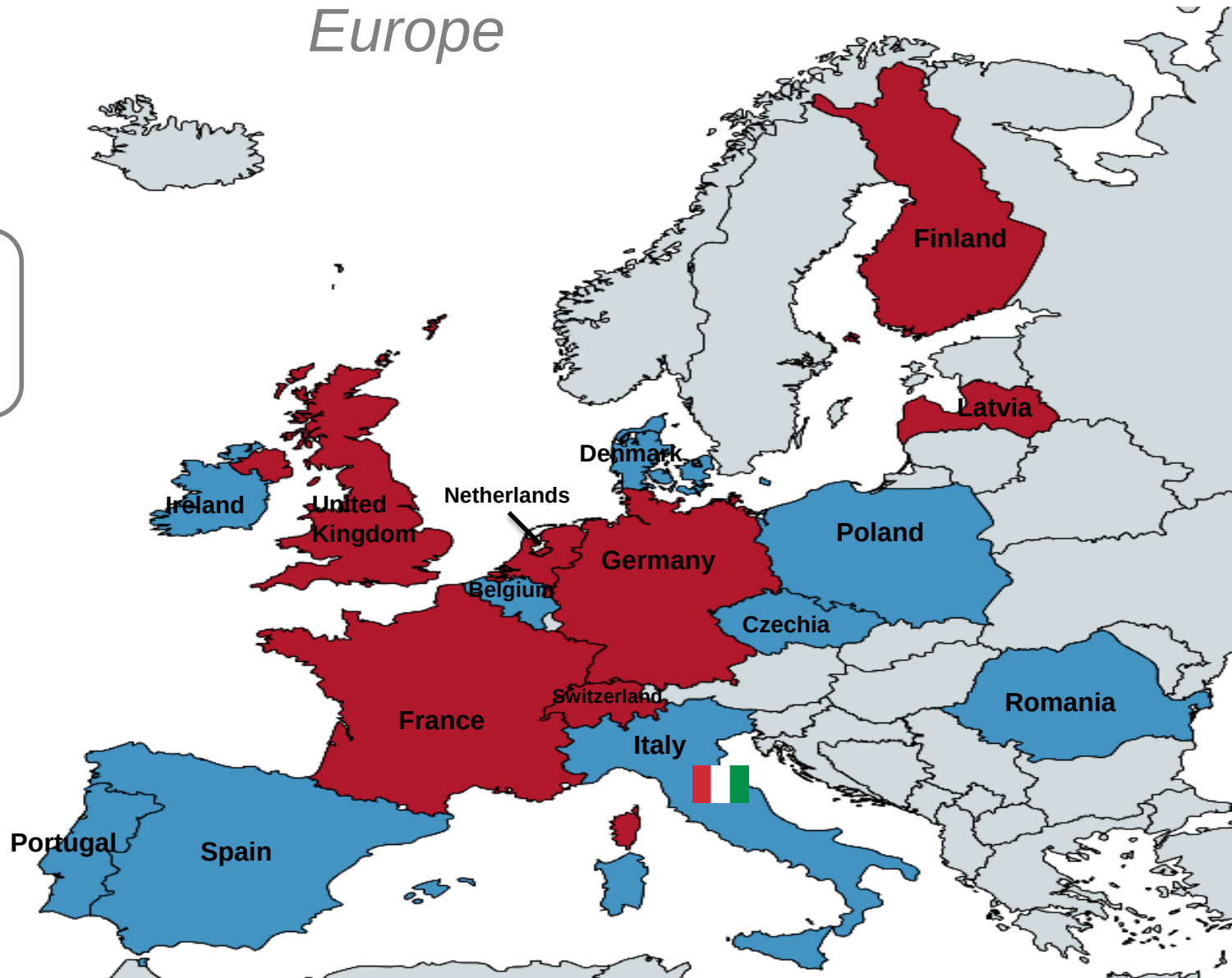
Europe

red = General
National Laws



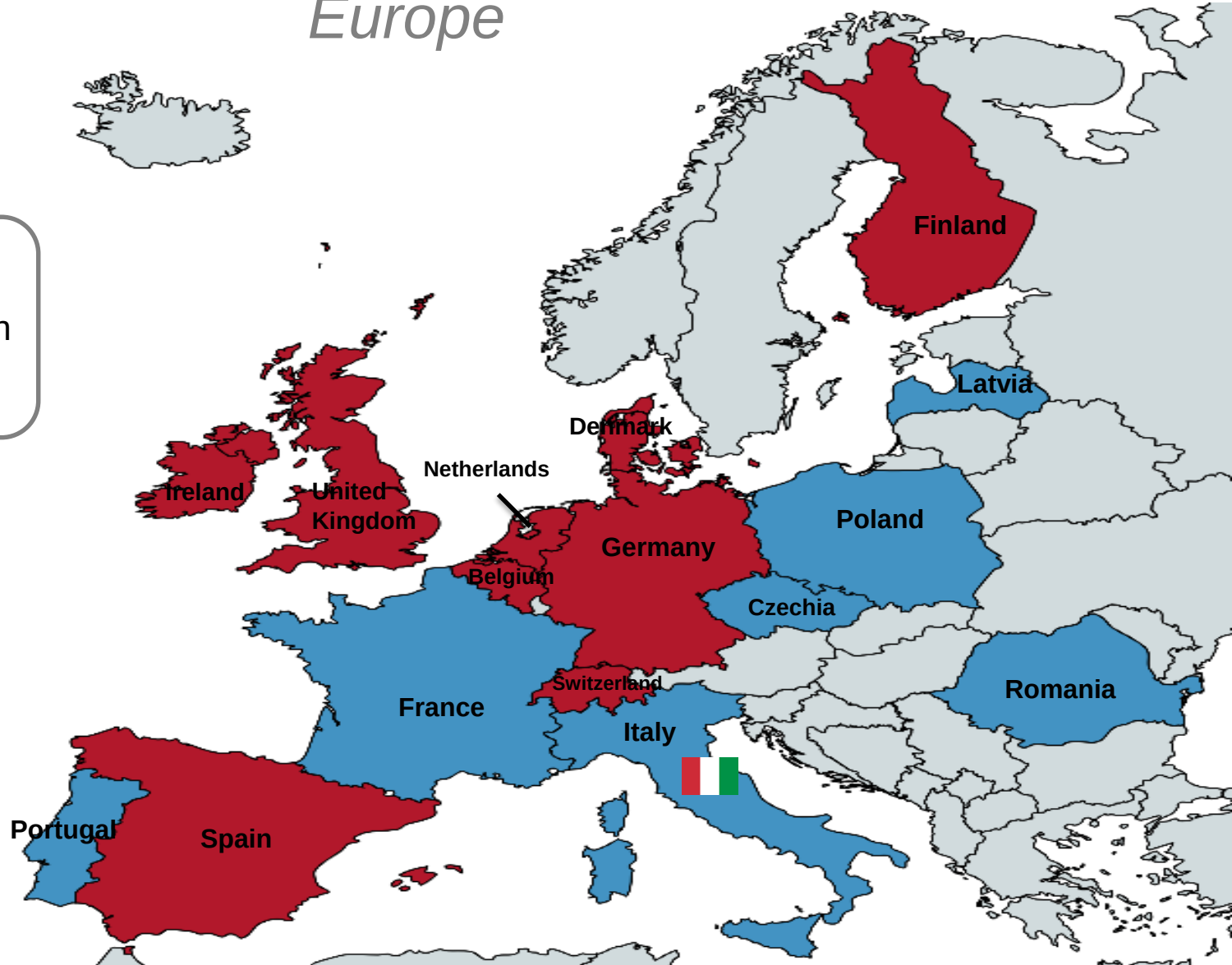
Europe

red = General
National Decrees



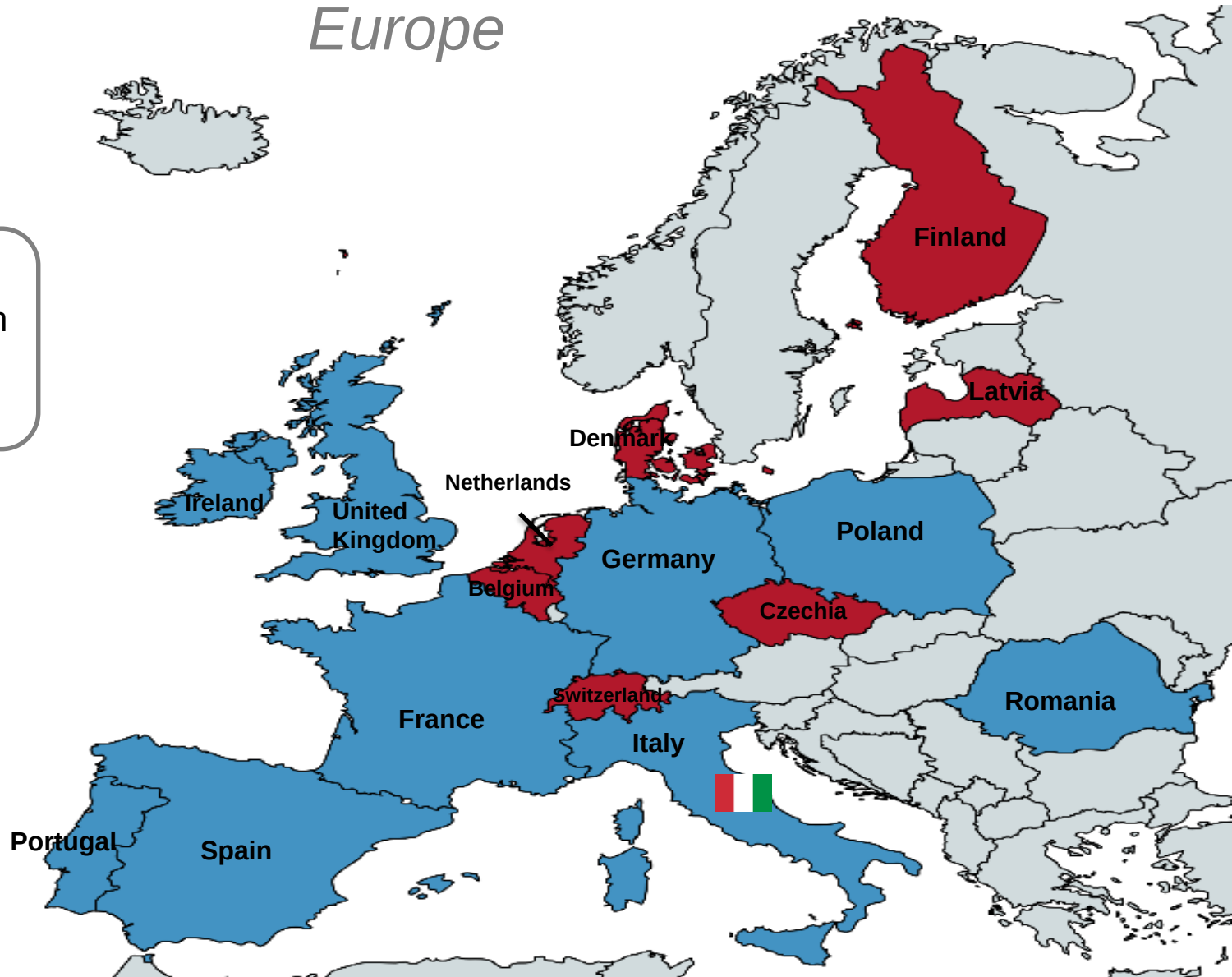
Europe

red = Internal or
external Evaluation
Entities

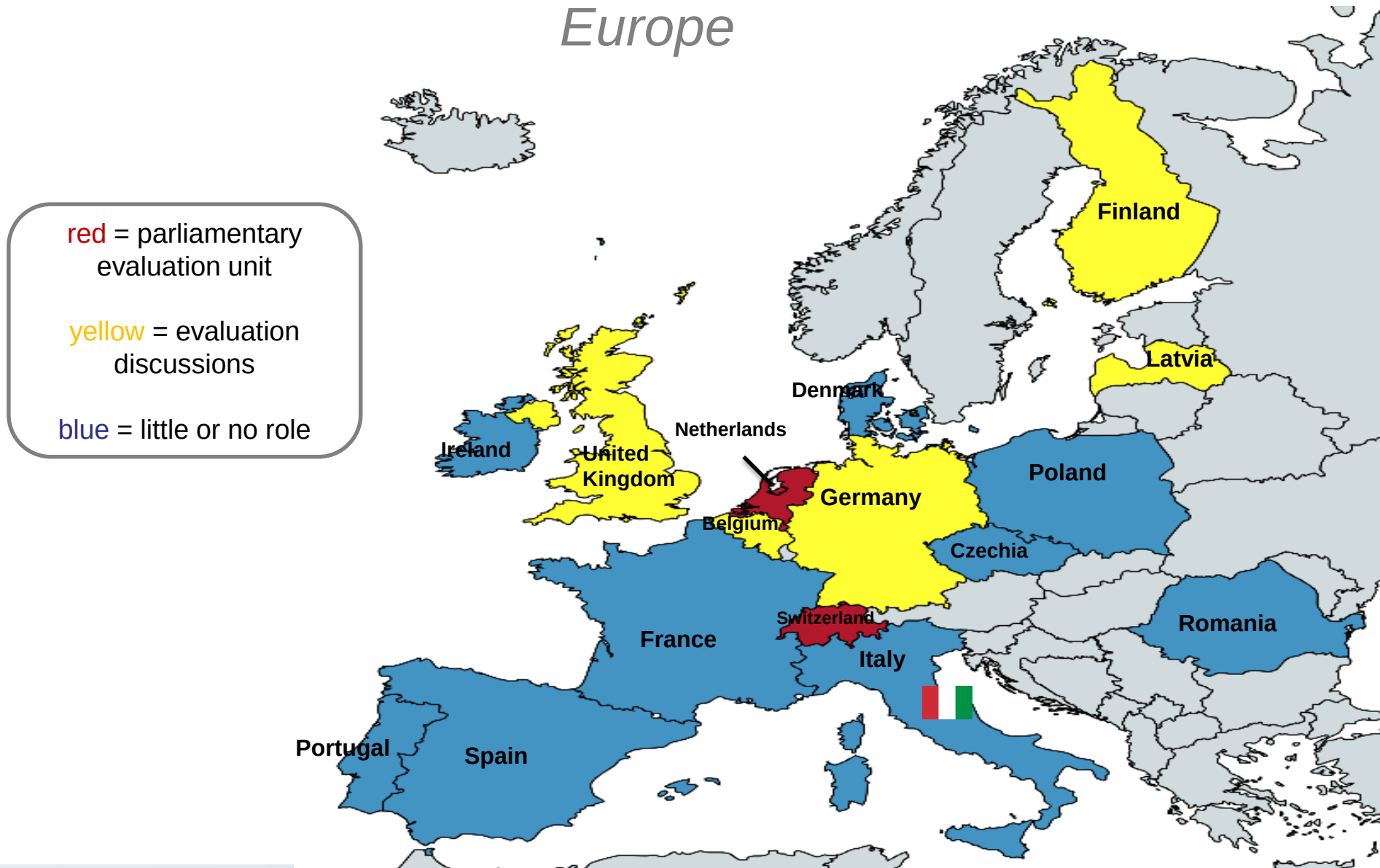


Europe

red = Evaluation in
Audit Offices

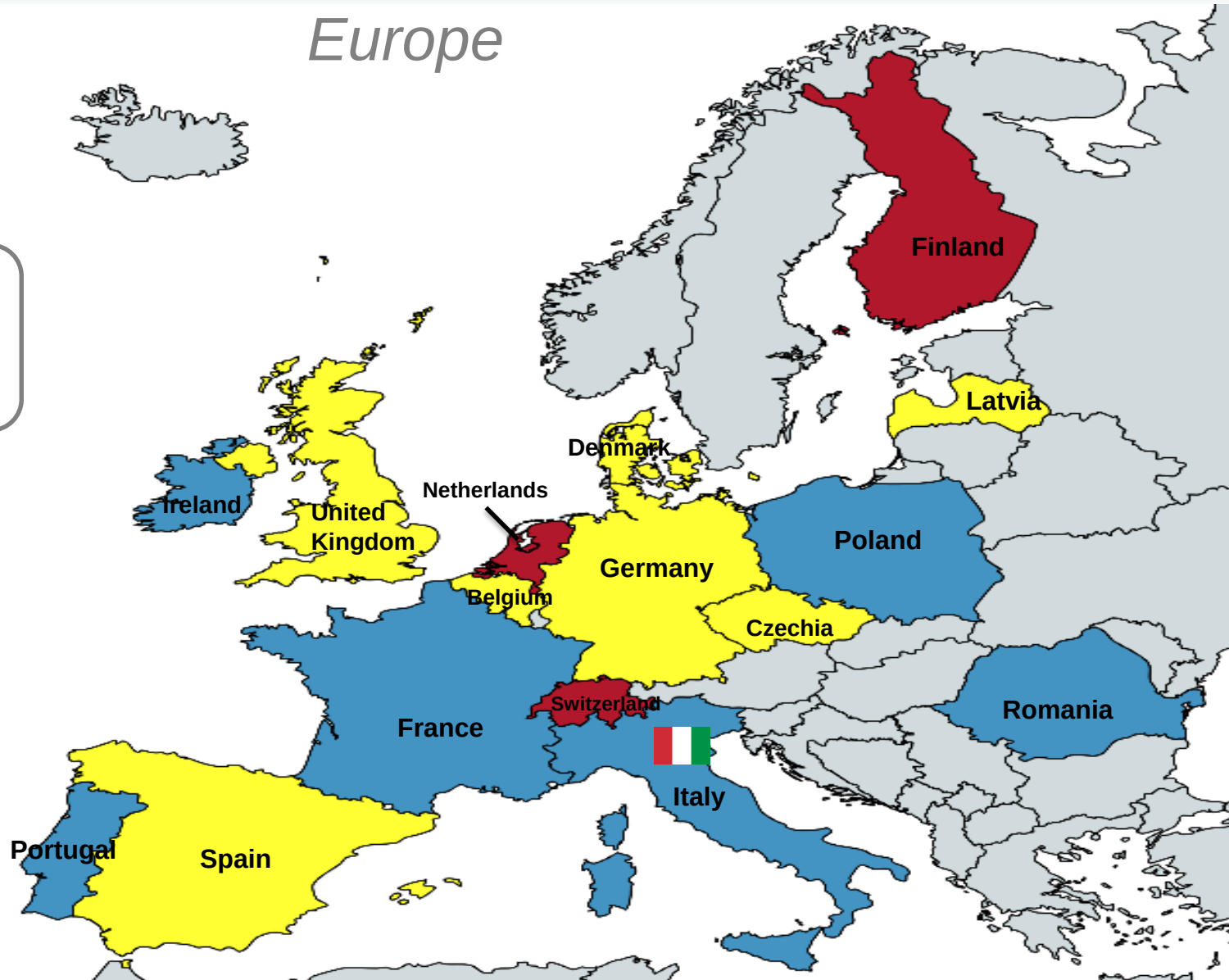


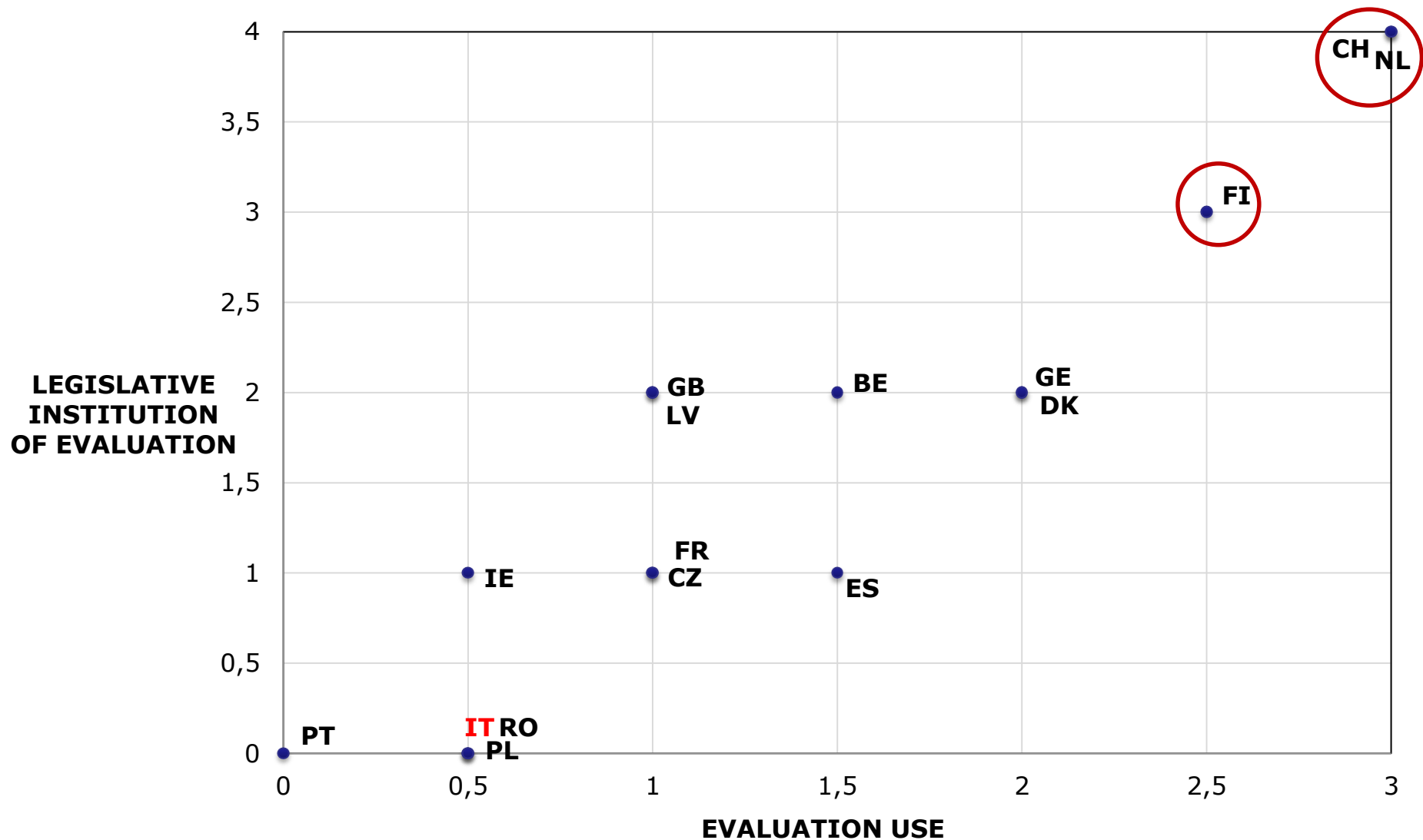
Europe



Europe

red = high
yellow = middle
blue = low



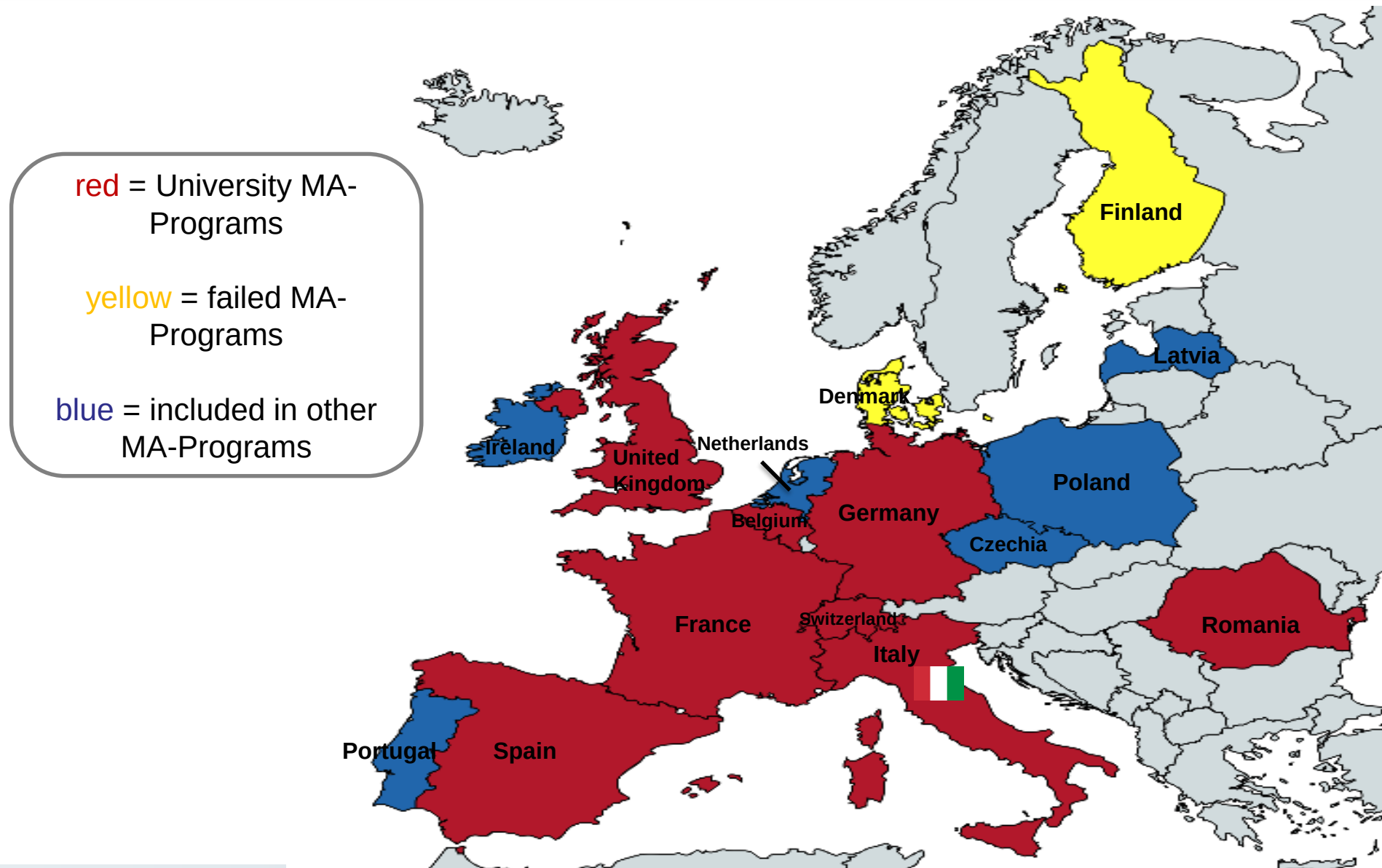


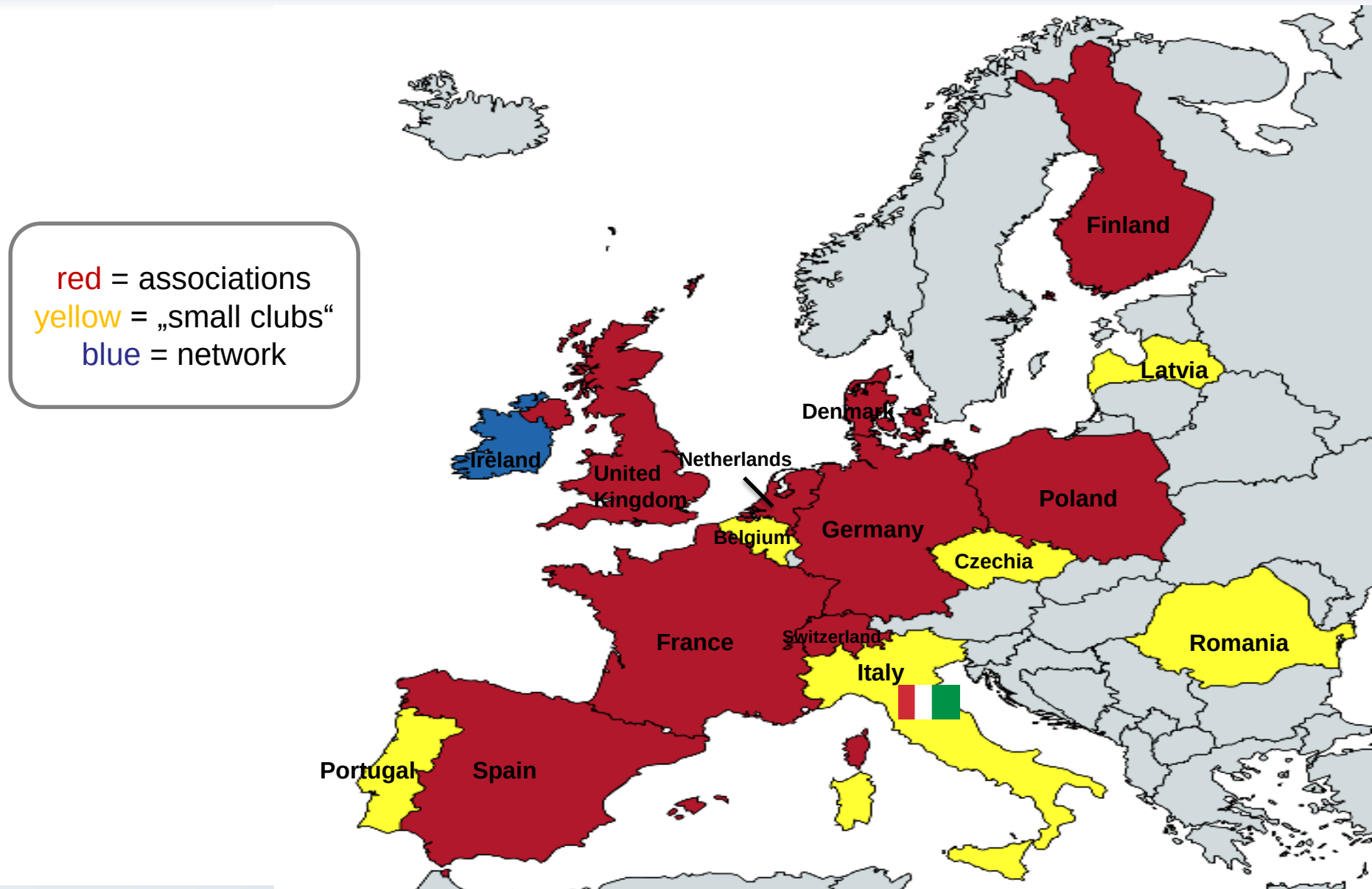


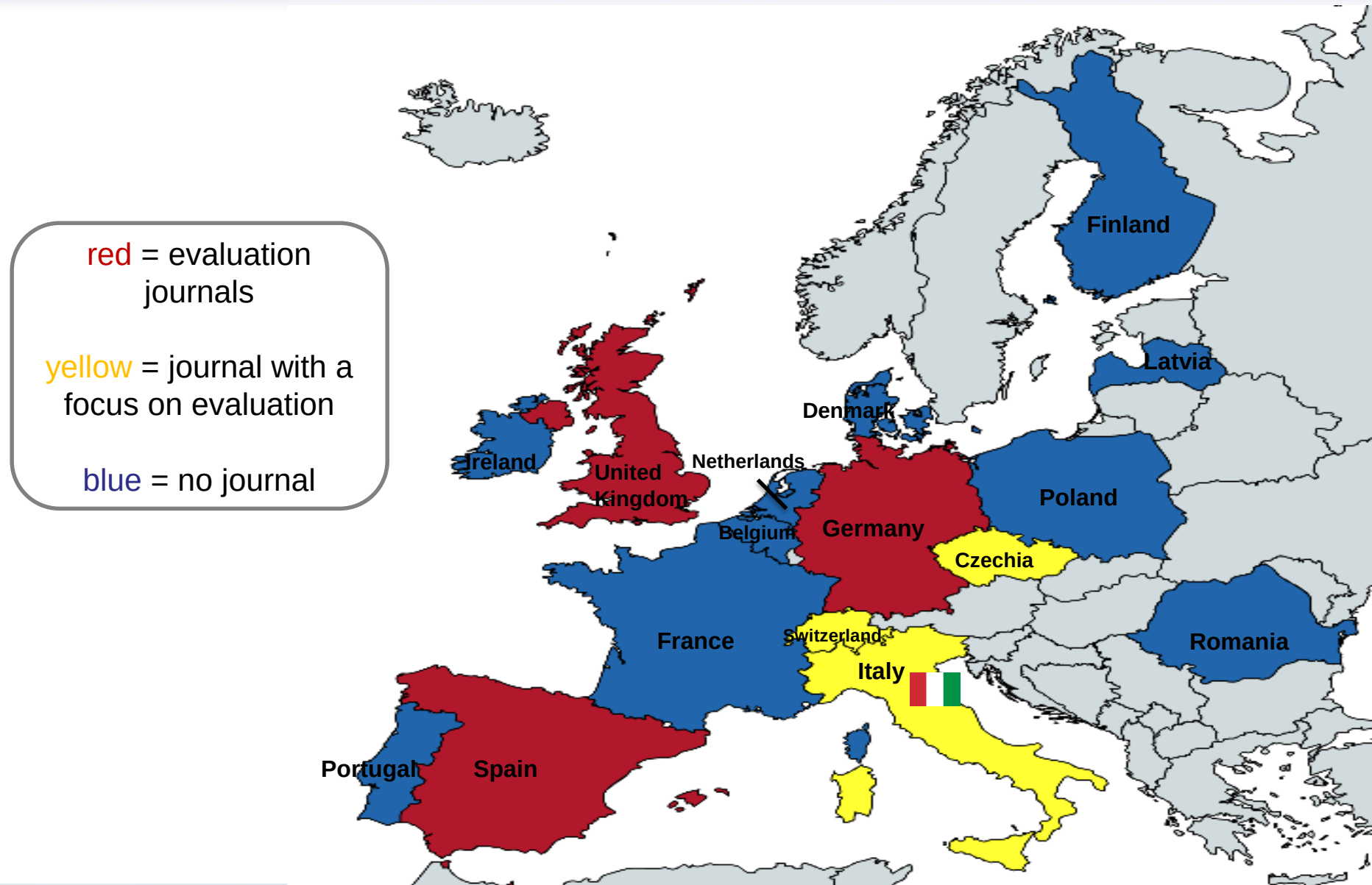
- ✓ Evaluation is transformed in a kind of technology of the bureaucracy. No more scientific development of evaluation takes place. (Switzerland)
- ✓ Evaluation dissolves within the use of other tools. Evaluator becomes a critical friend or co-designer. (Finland)
- ✓ Evaluation is mixed up with audit, accreditation, quality assurance etc. and loses its independent character and profil. (Denmark)

Evaluation does not play an important role
in civil society

- Evaluation is very seldom used in civil society organizations as a management instrument
- Citizens and civil society organizations do not ask for evaluation
- No participation of civil society in evaluations
- + Many evaluation reports are accessible to the public
- But no public discussion about evaluation results
- Media only report on evaluation if the results can be scandalized
- Society's knowledge of evaluation is very low



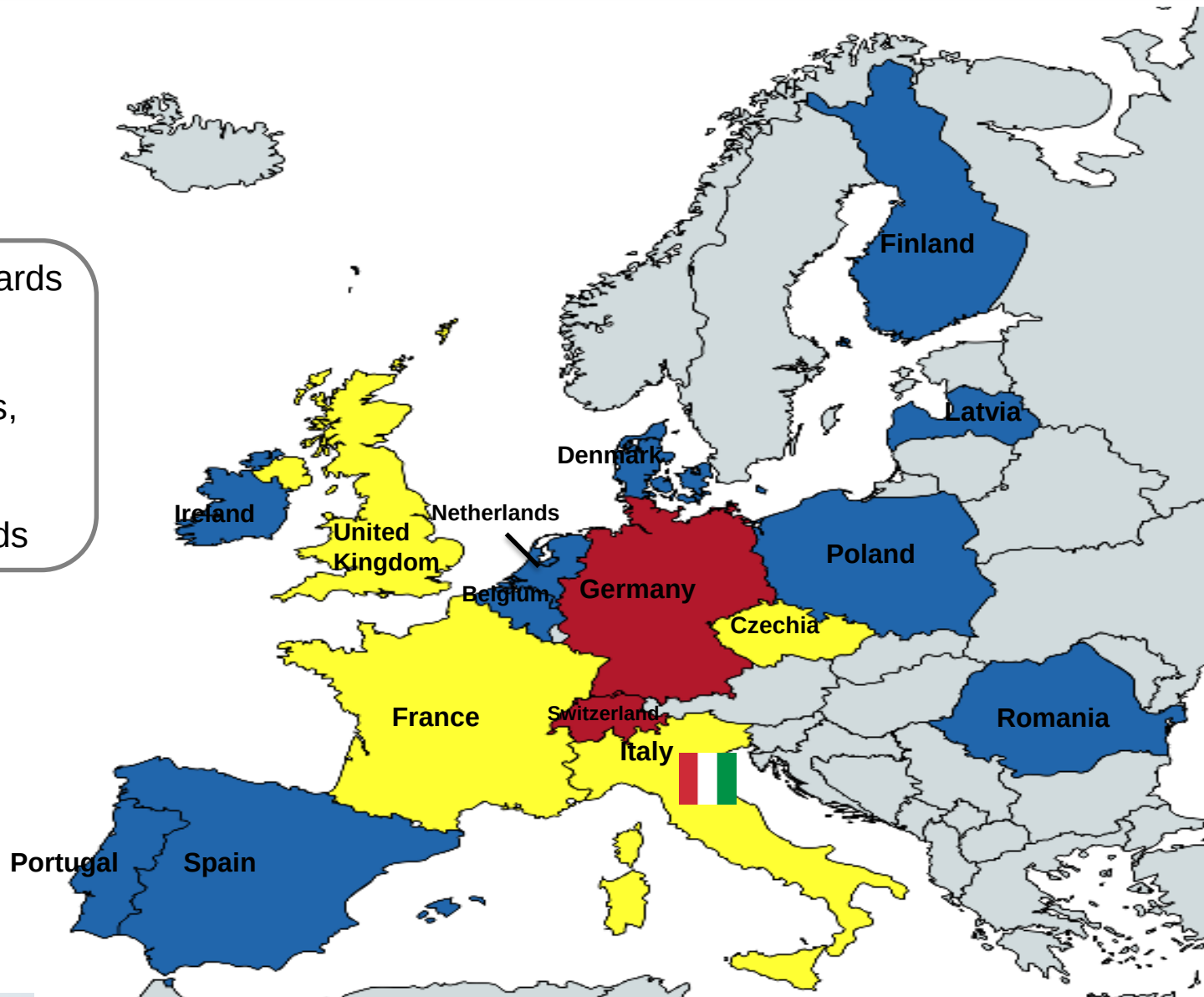




red = national standards

yellow =
recommendations,
ethical codes

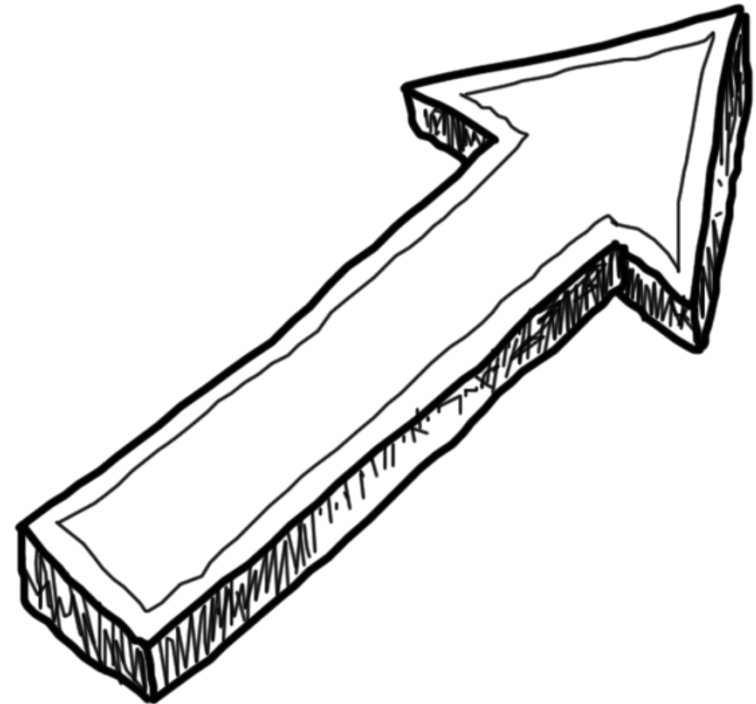
blue = no standards



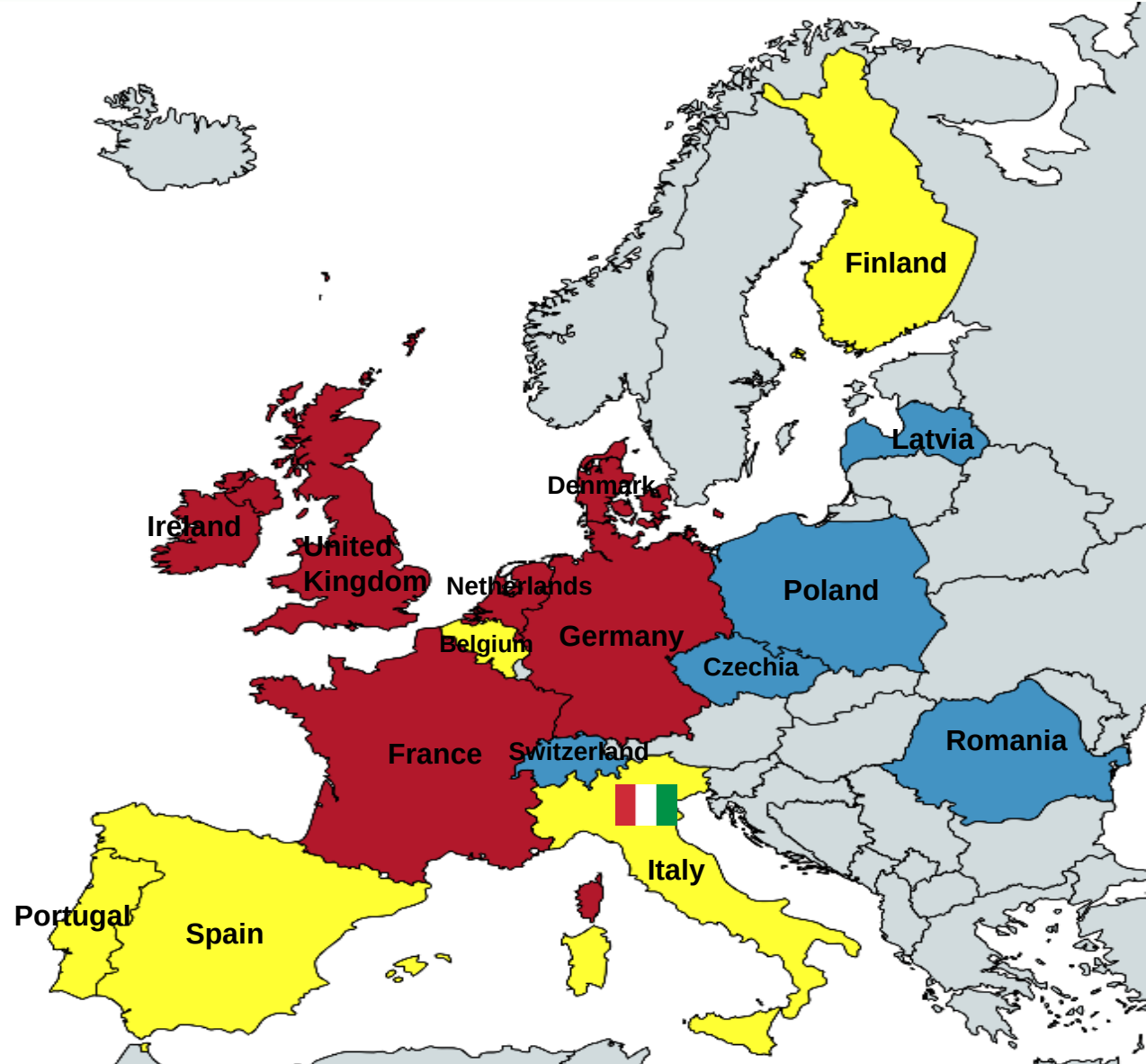




- Precursor: Planning Programming Budgeting Systems (PPBS)
- New Public Management & Evidence based Policy
- EU- adhesion policy



red = First Wave
yellow = Second Wave
blue = Third Wave





- ✓ Evaluation is determined by government demand.
- ✓ Legal institutionalization by laws and regulations, organizational anchoring in ministries and institutions, much as audit courts, helps.
- ✓ Institutionalization of evaluation is weakest in the social system.
- ✓ Professionalization of evaluation has reached a high degree and is relatively independent of the extent of political + social institutionalization of evaluation.



Thank you for your attention!



Prof. Dr. Reinhard Stockmann