



# **Professionalization in Evaluation**

*The State of the Art*

*Adj. Prof. Dr. habil. Wolfgang Meyer*

***General Assembly of the  
Standing International  
Conference of Inspectorates,  
EURAC Bolzano,  
4th-7th October 2016***

*Centrum für Evaluation*  
**CEval**  
*Center for Evaluation*

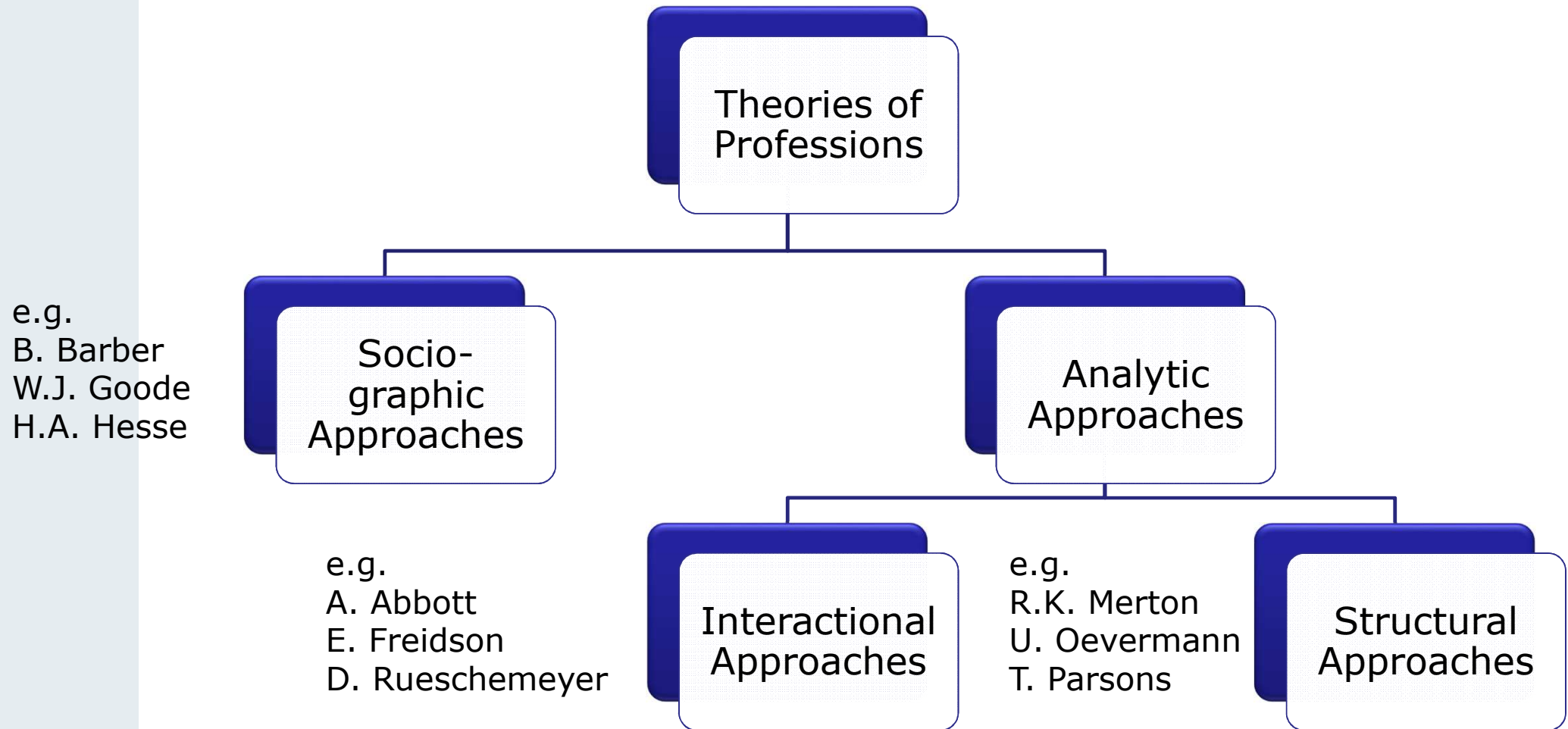
- ✓ What is a Profession – A glimpse on theory
- ✓ Evaluation as a Profession – A global view
- ✓ What is professional Evaluation – Key Skills



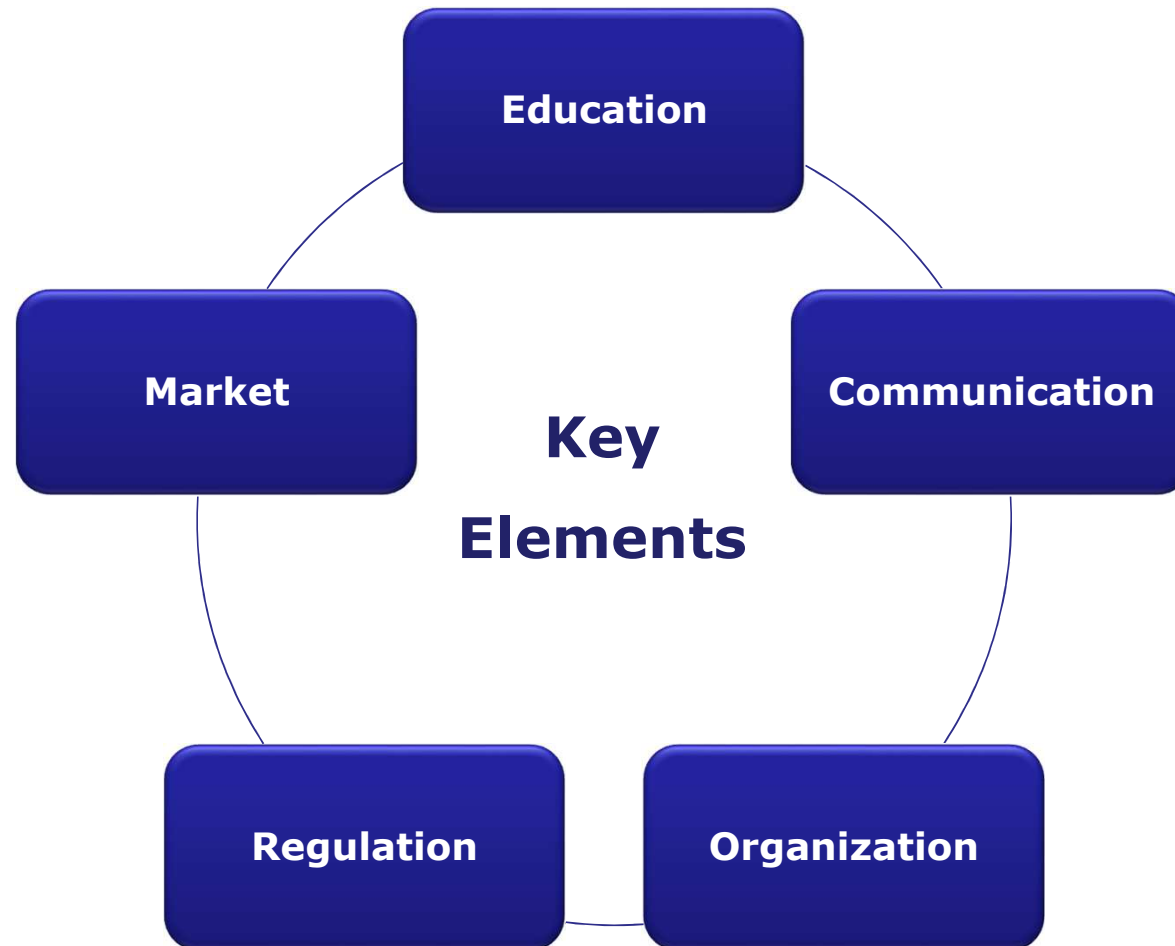
# **Part I**

**What is a profession**

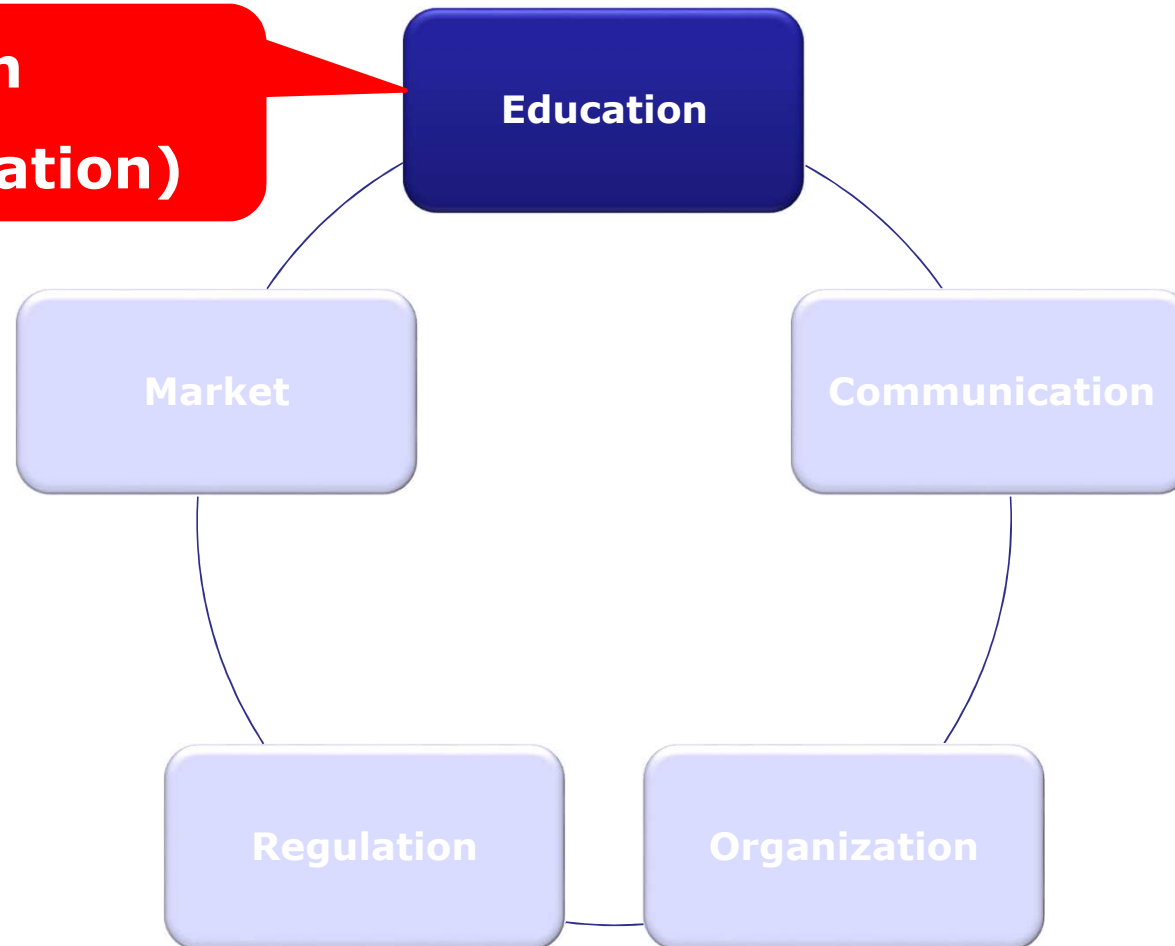
**A glimpse on theory**

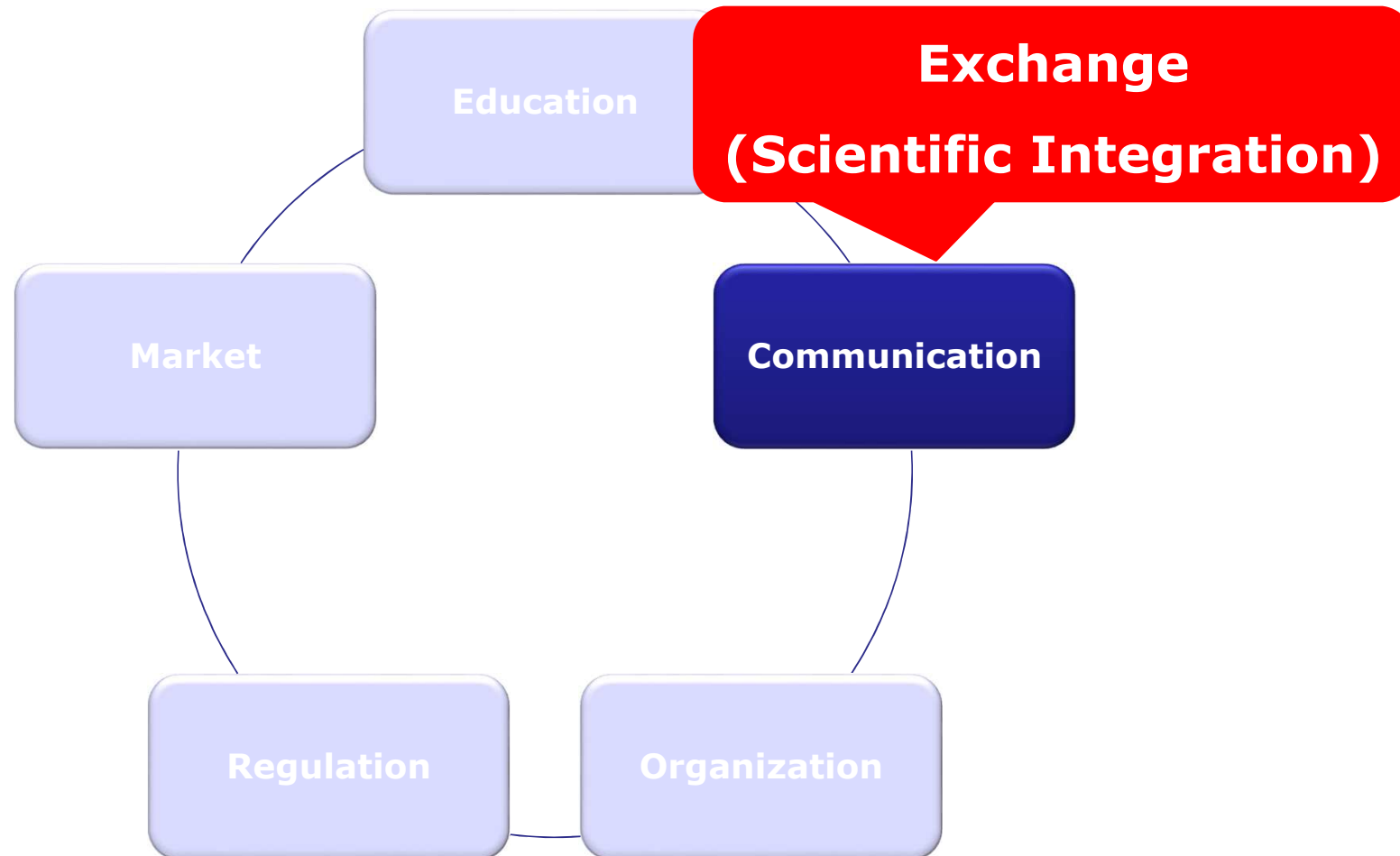


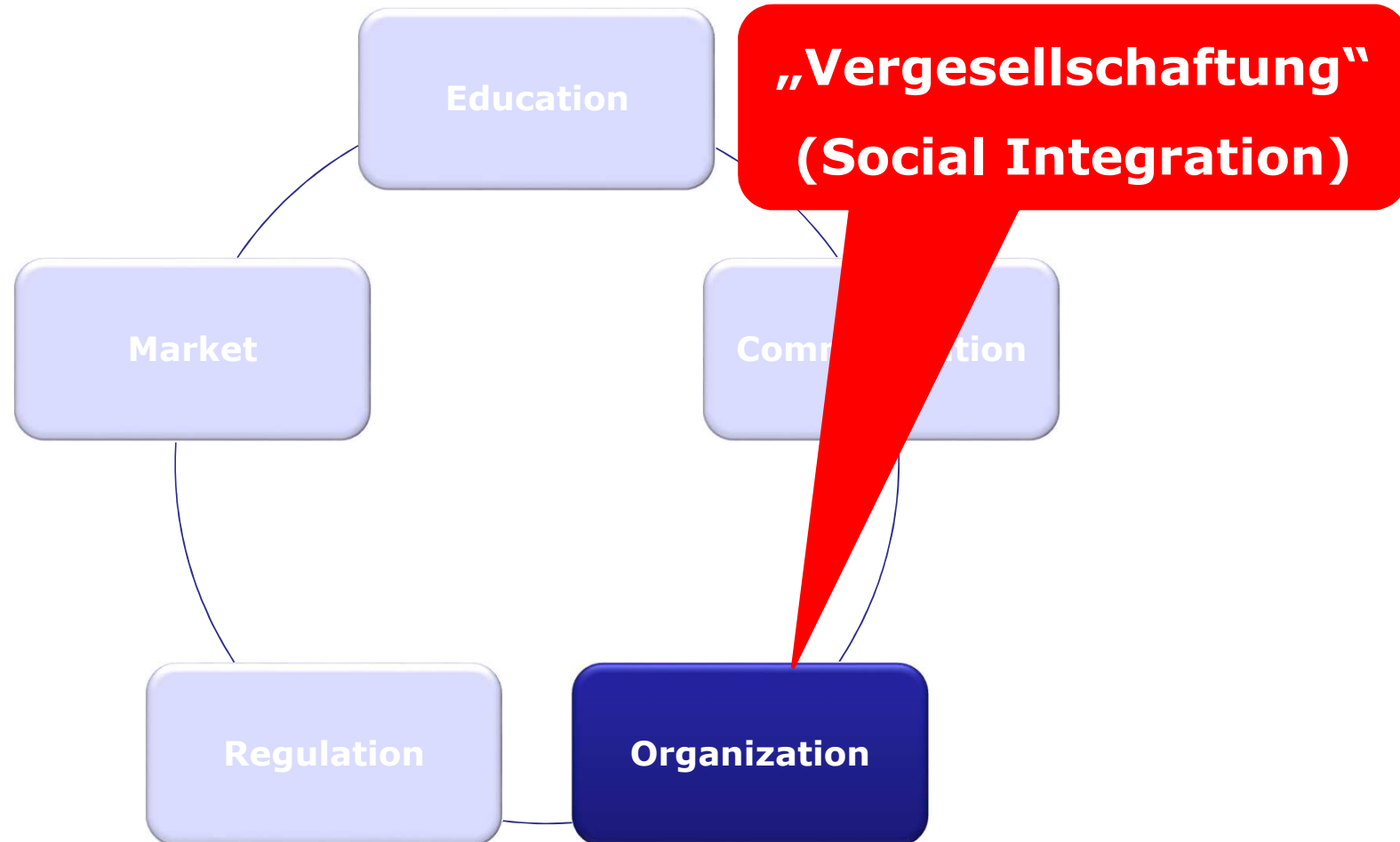
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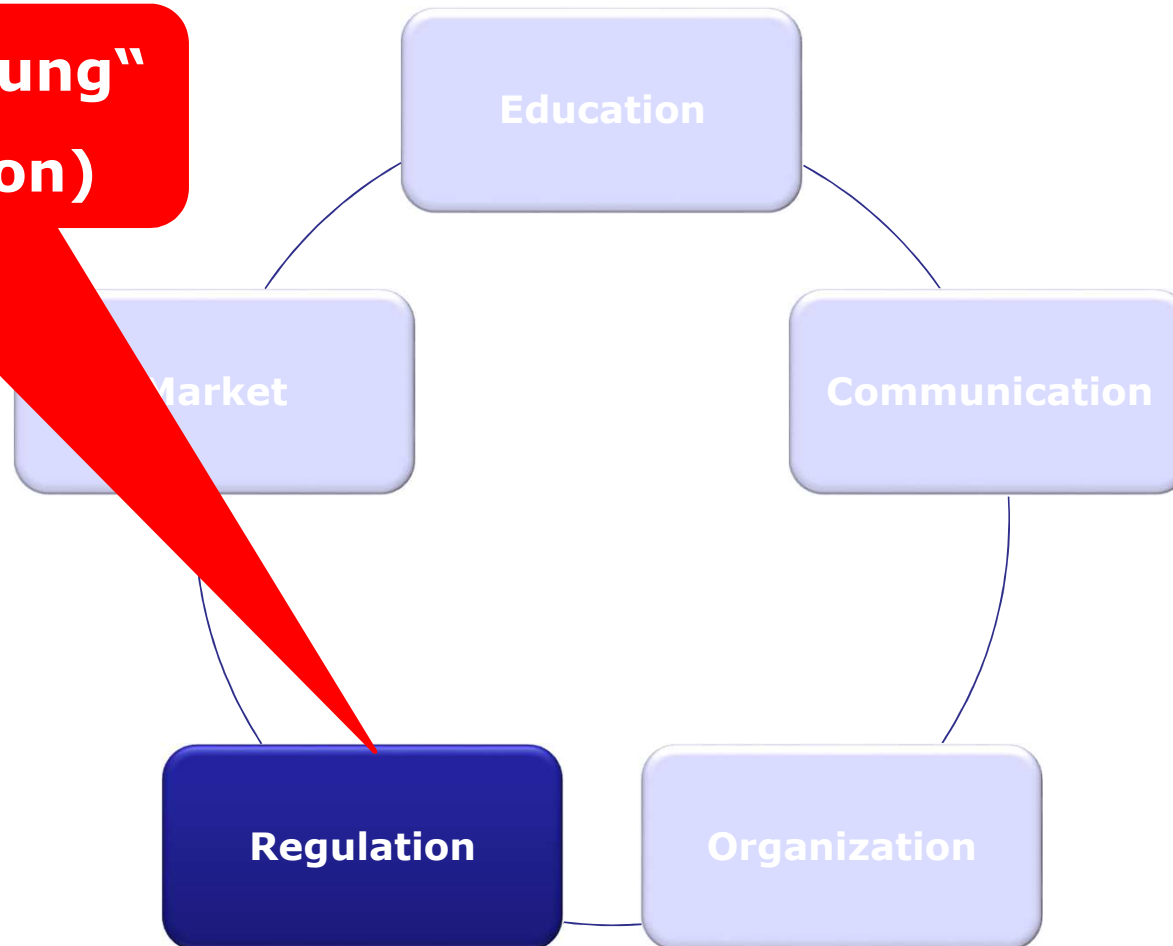




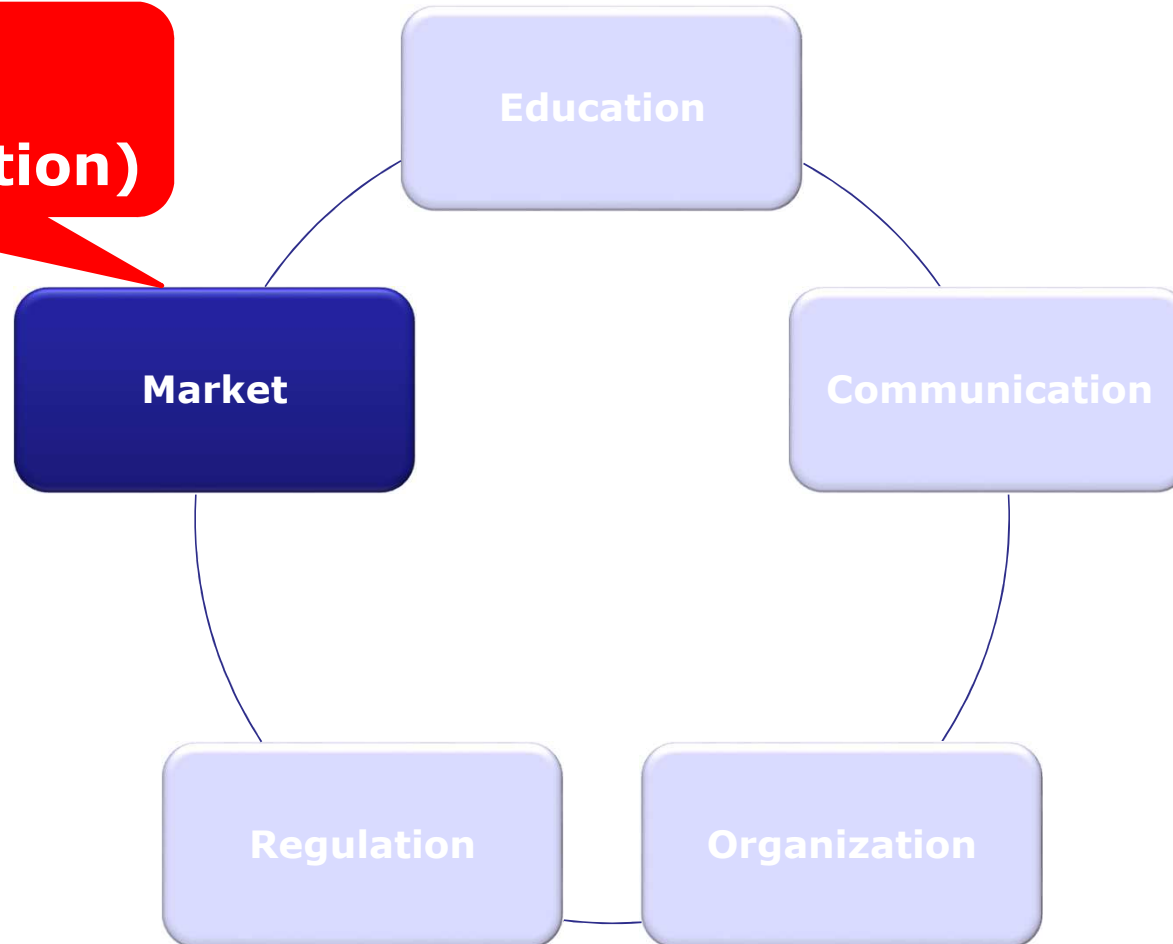




**„Vergemeinschaftung“  
(Value Integration)**



**Consultation  
(Economic Integration)**



**Institutions****Study Programs****Education****Scientific Journals****Communication****Corporate Actors****Organization****Standards/Norms****Regulation****National Policies****Market**



**Part II**

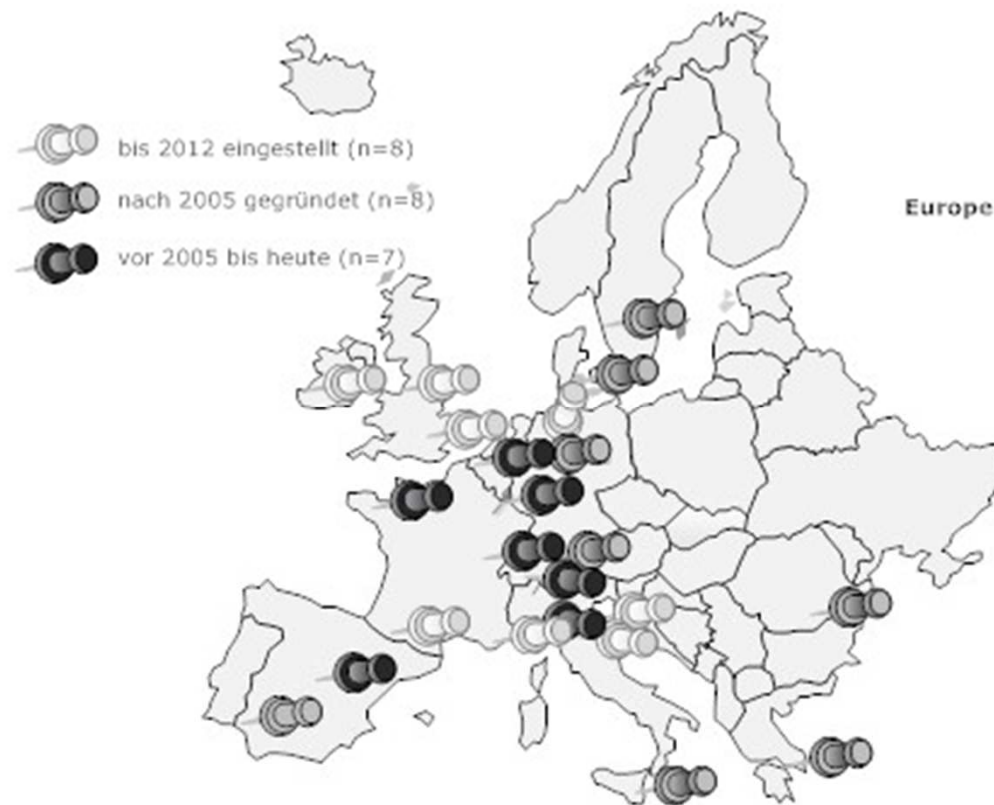
**Evaluation as a profession**

**A global view**

**Study Programs**

**Education**

**University-based Study-Programs in Europe  
2005 and 2012**



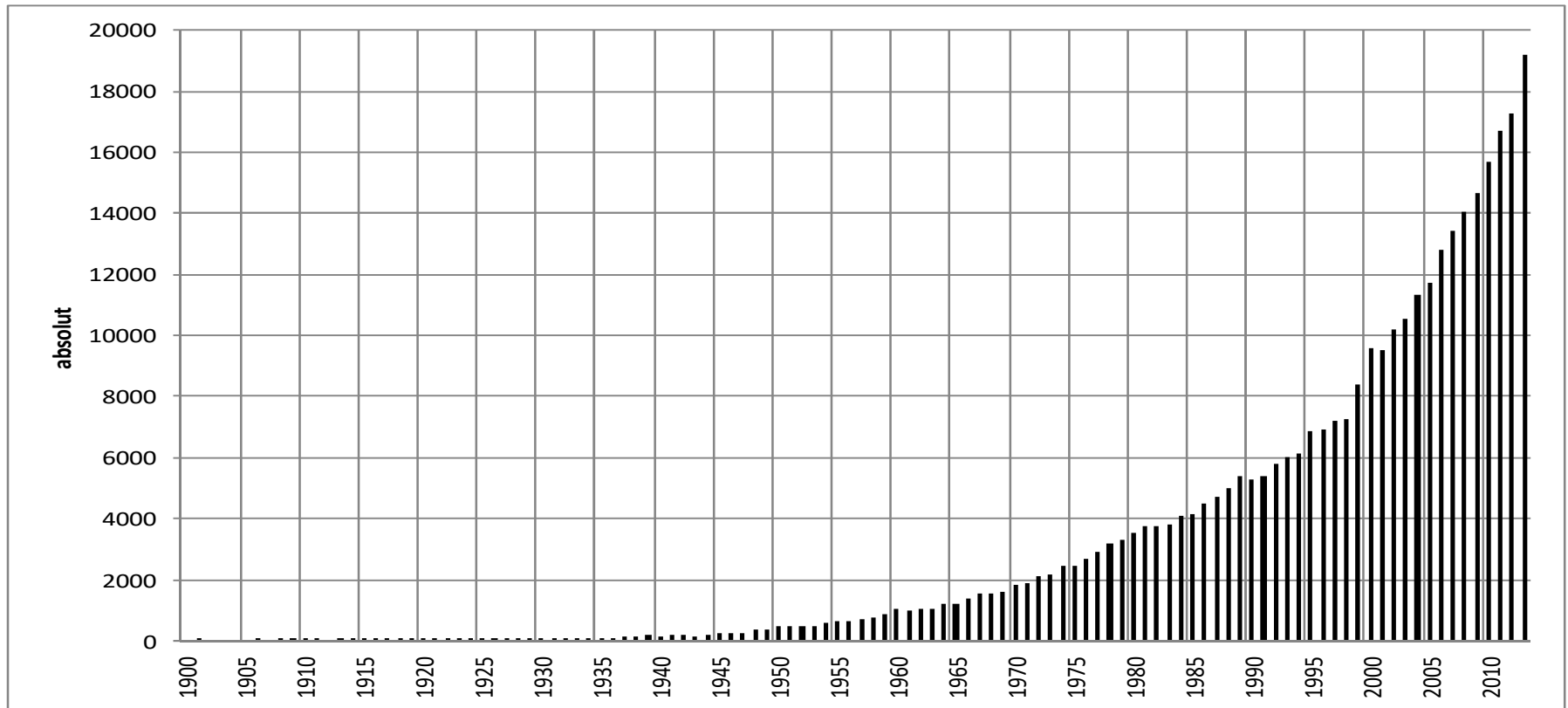


**Scientific Journals**

Evaluation as term in Scientific Journals 1900-2013  
(at Sage annually)

**Communication**

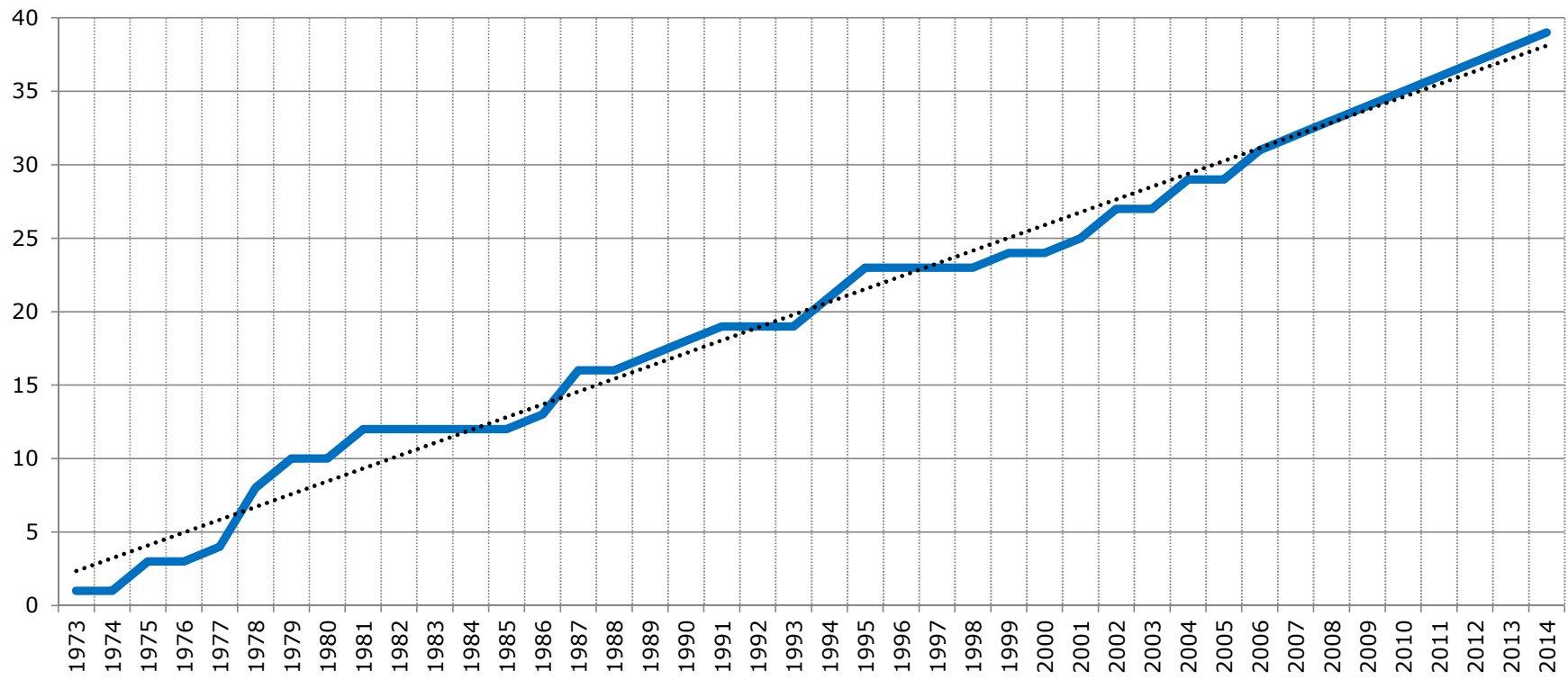
**SAGE journals**



**Scientific Journals**

**Cumulative Development of Evaluation Journals  
1973 – 2014**

**Communication**

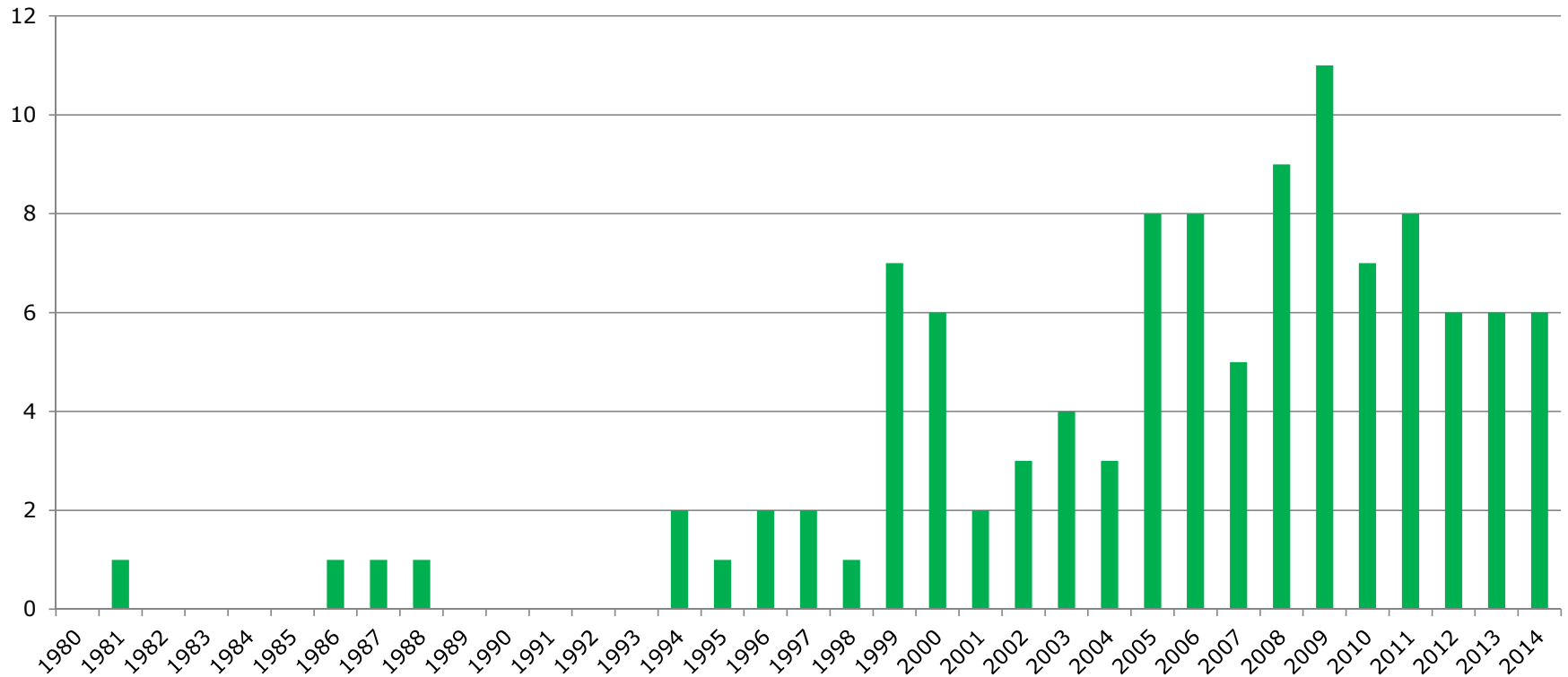




**Corporate Actors**

**Foundation of Evaluation Societies  
1980 - 2014**

**Organization**



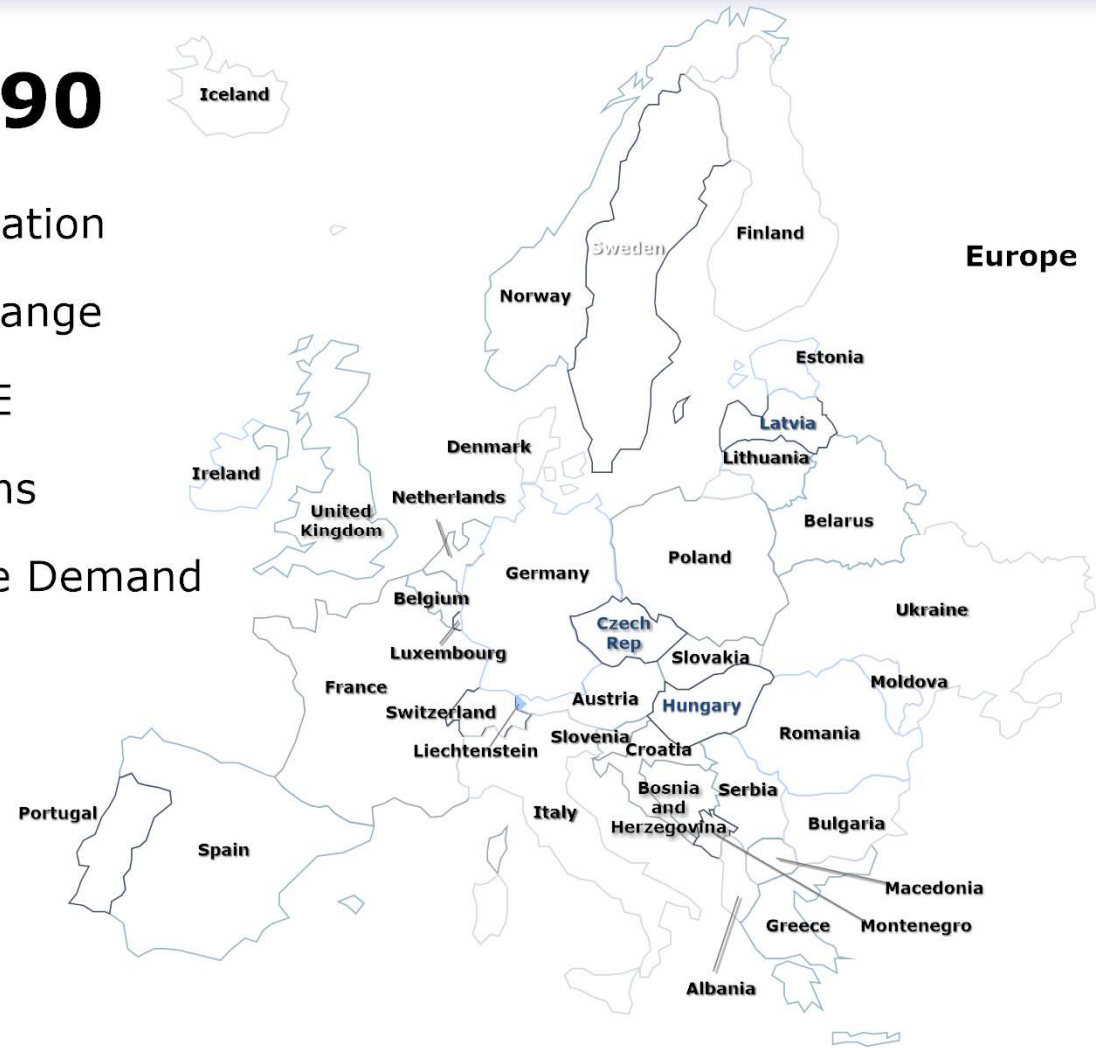




**Corporate Actors**

**1990**

- Education
- Exchange
- VOPE
- Norms
- State Demand





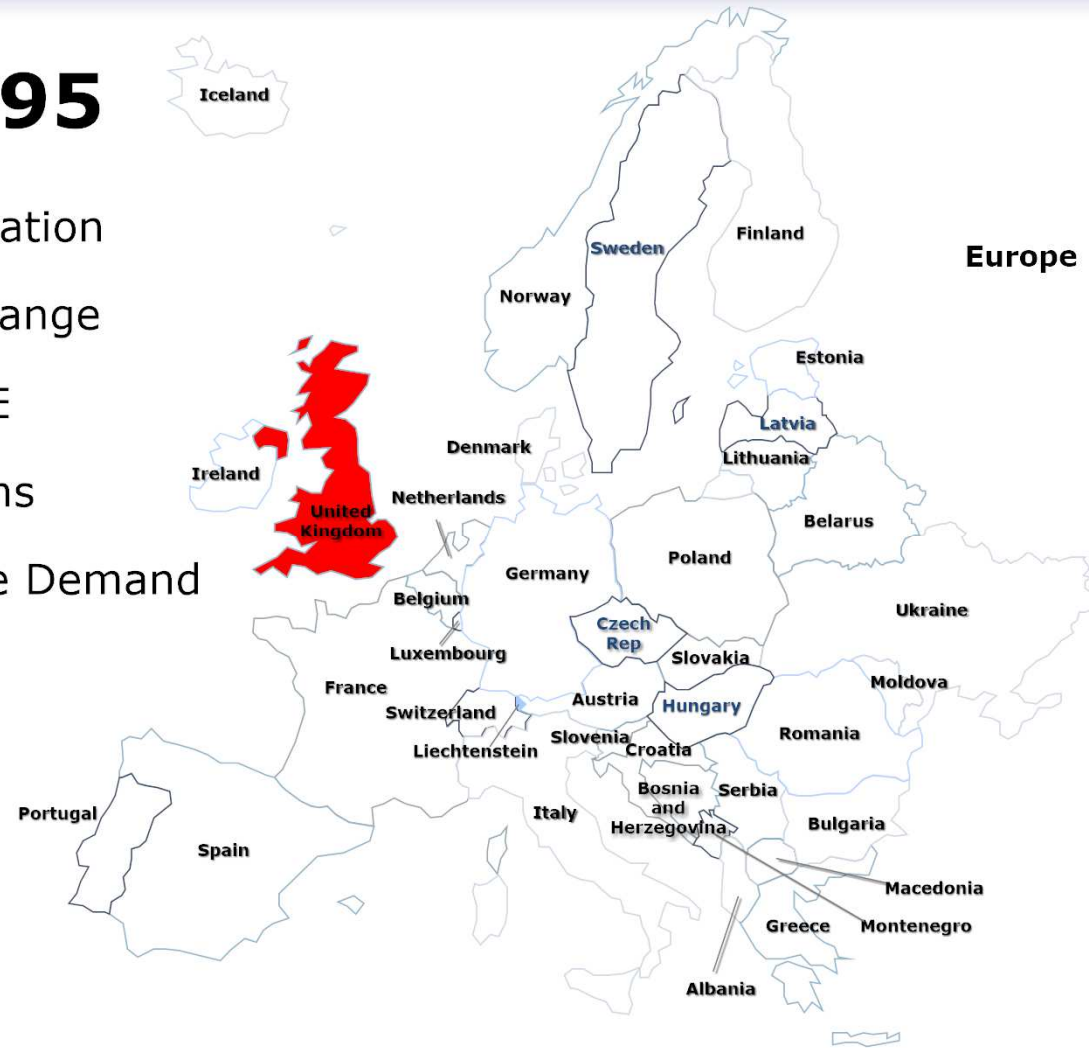
**Corporate Actors**

**UK 1995**

**First VOPE in Europe**

**1995**

- Education
- Exchange
- VOPE
- Norms
- State Demand



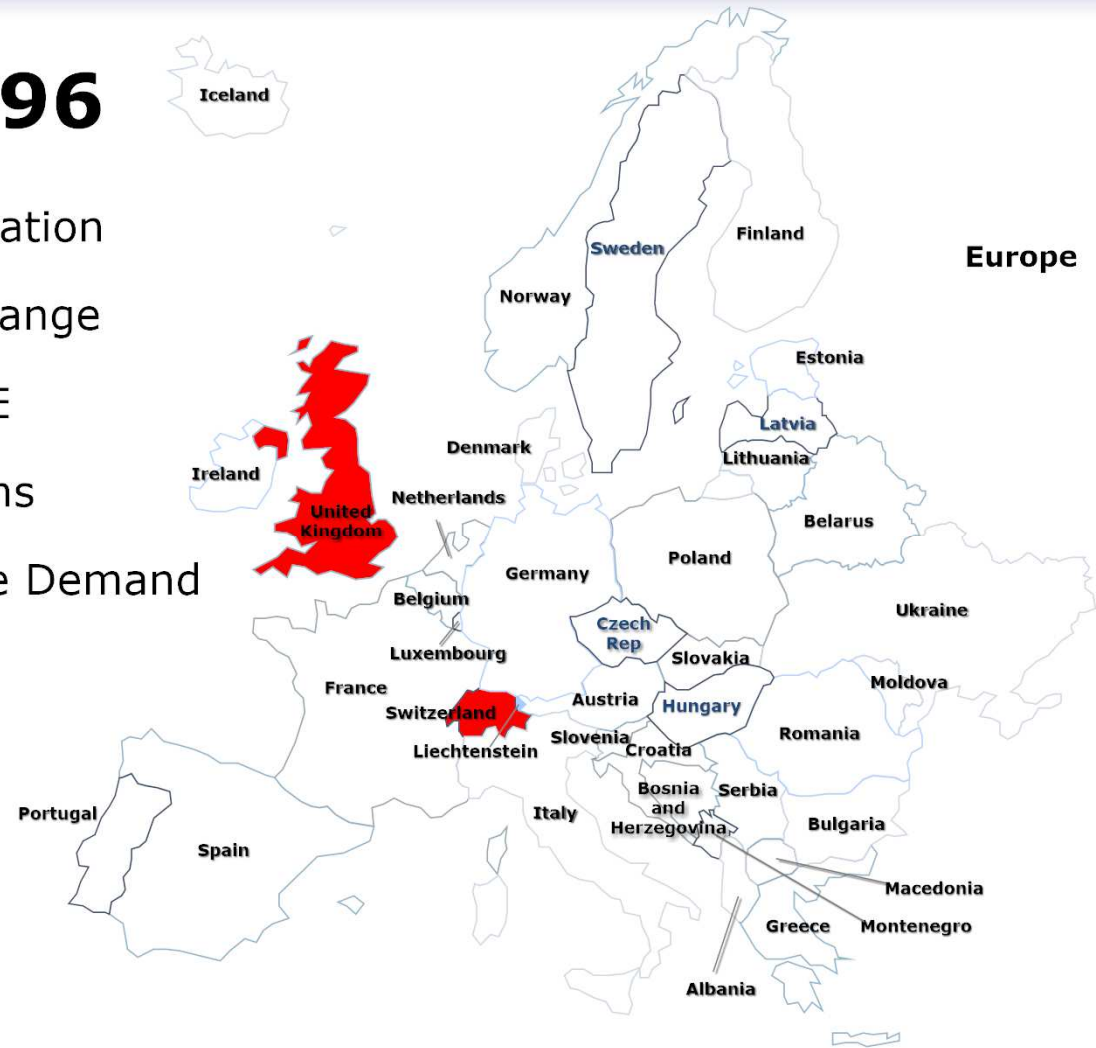


**Corporate Actors**

**Switzerland  
1996**

**1996**

- Education
- Exchange
- VOPE
- Norms
- State Demand



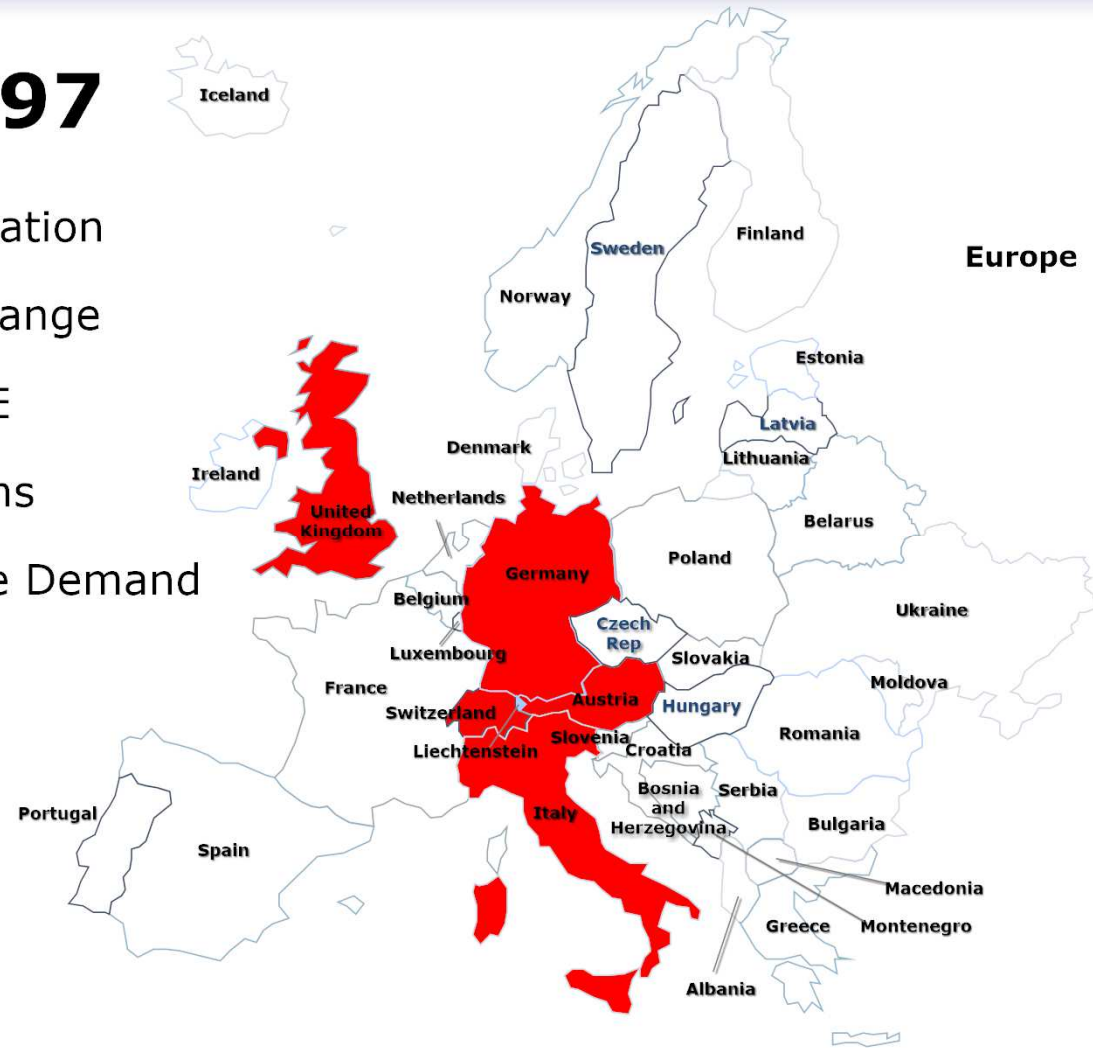


**Corporate Actors**

**Austria  
Germany  
Italy  
1997**

**1997**

- Education
- Exchange
- VOPE
- Norms
- State Demand



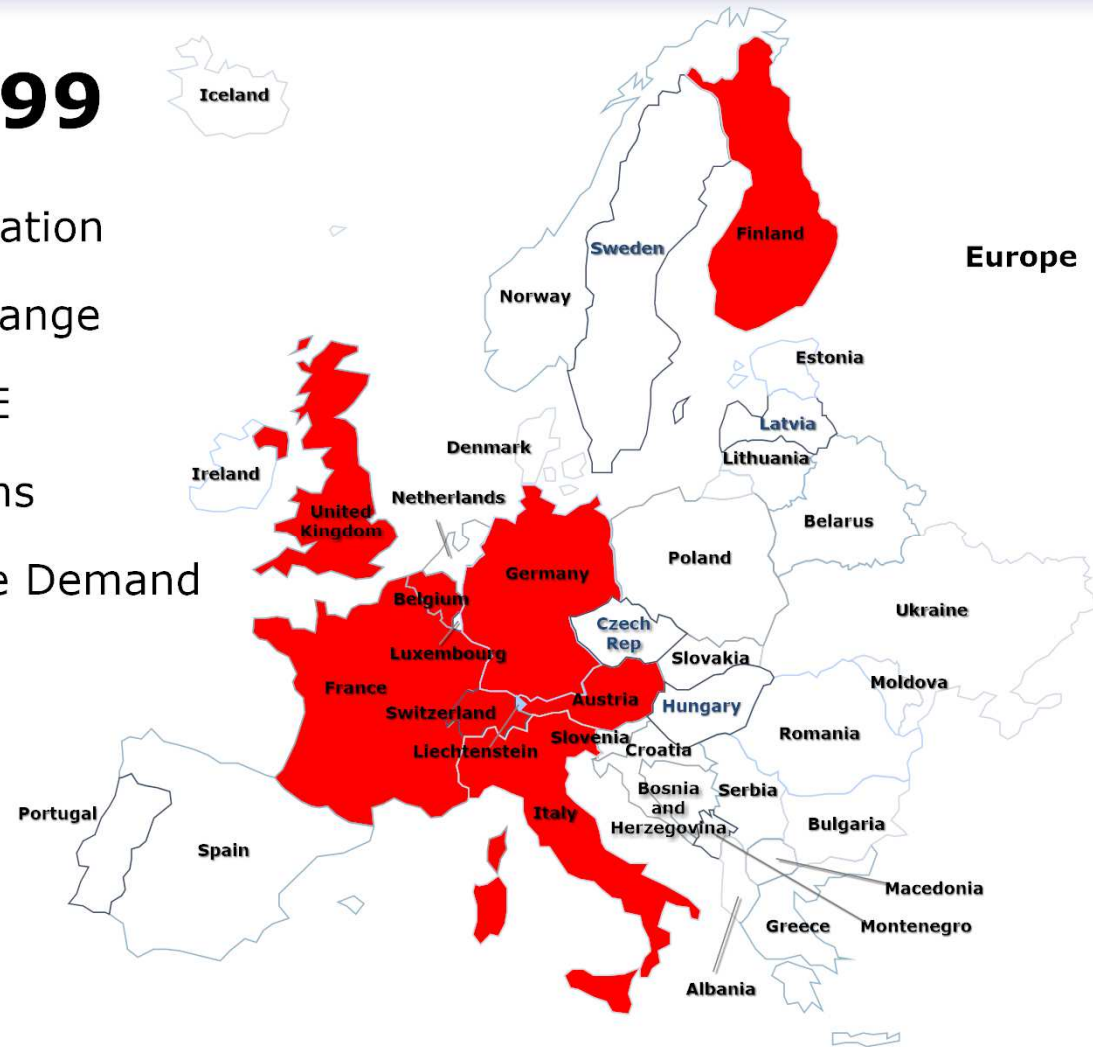


**Corporate Actors**

**Belgium  
Finland  
France  
1999**

**1999**

- Education
- Exchange
- VOPE
- Norms
- State Demand



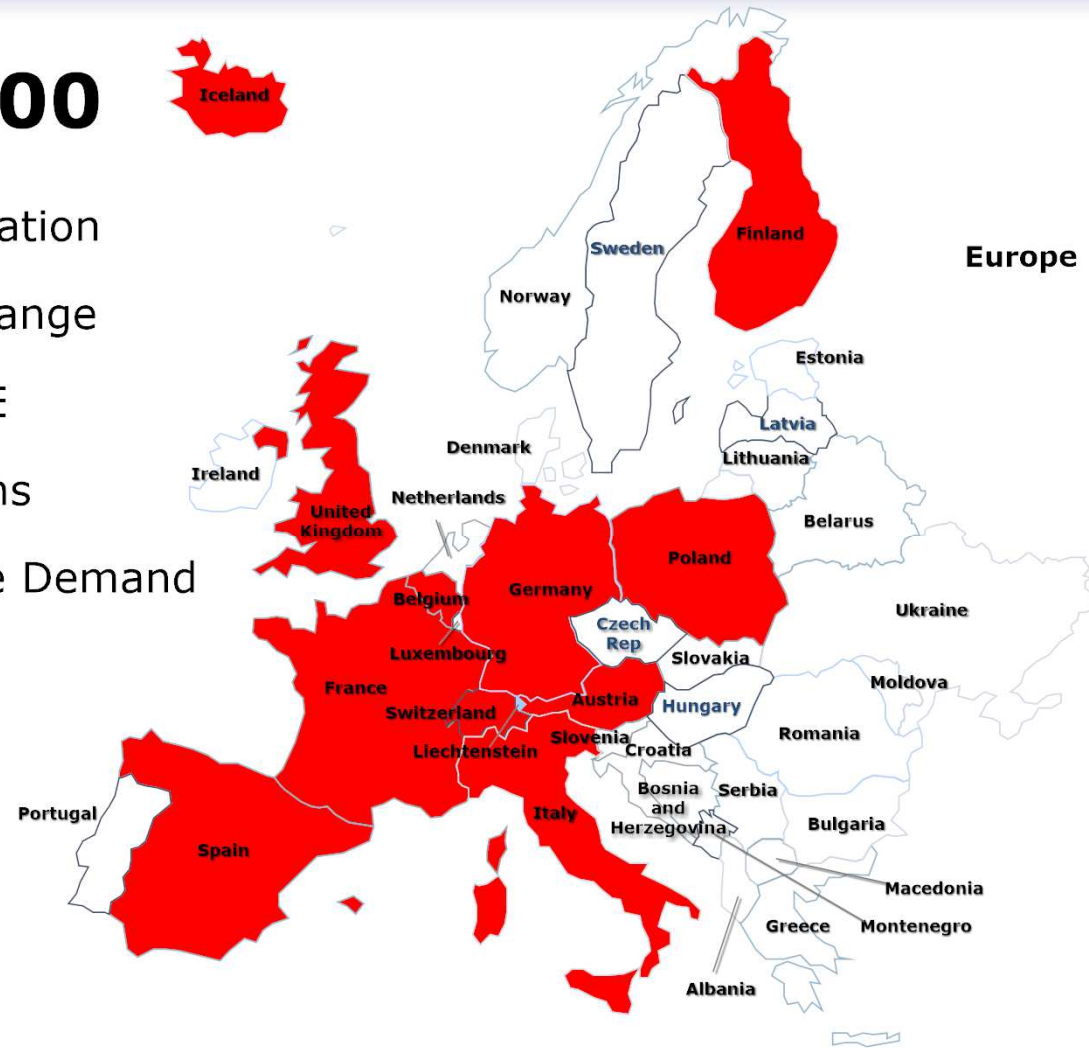


**Corporate Actors**

**Iceland  
Poland  
Spain  
2000**

**2000**

- Education
- Exchange
- VOPE
- Norms
- State Demand



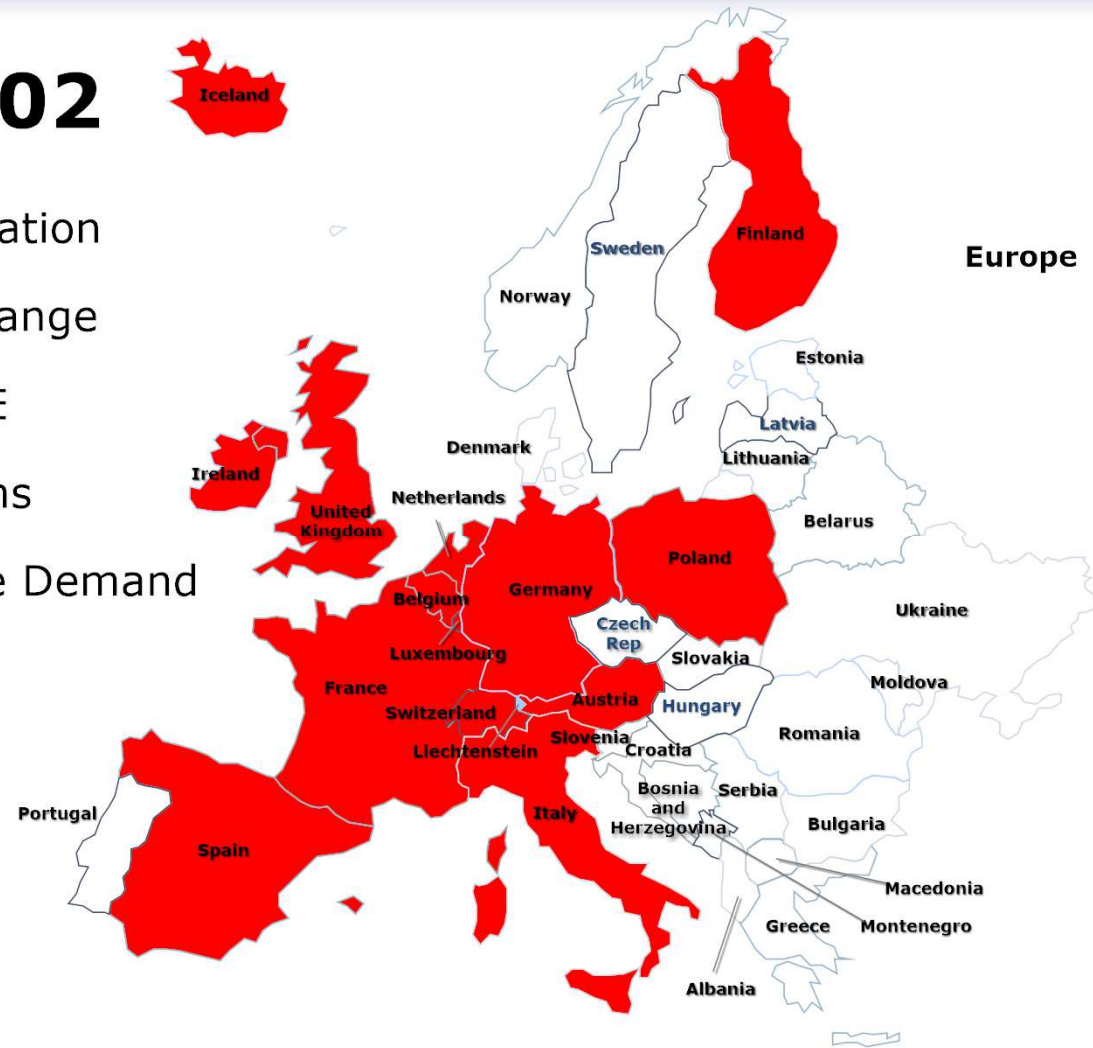


**Corporate Actors**

**Ireland  
Netherlands  
2002**

**2002**

- Education
- Exchange
- VOPE
- Norms
- State Demand



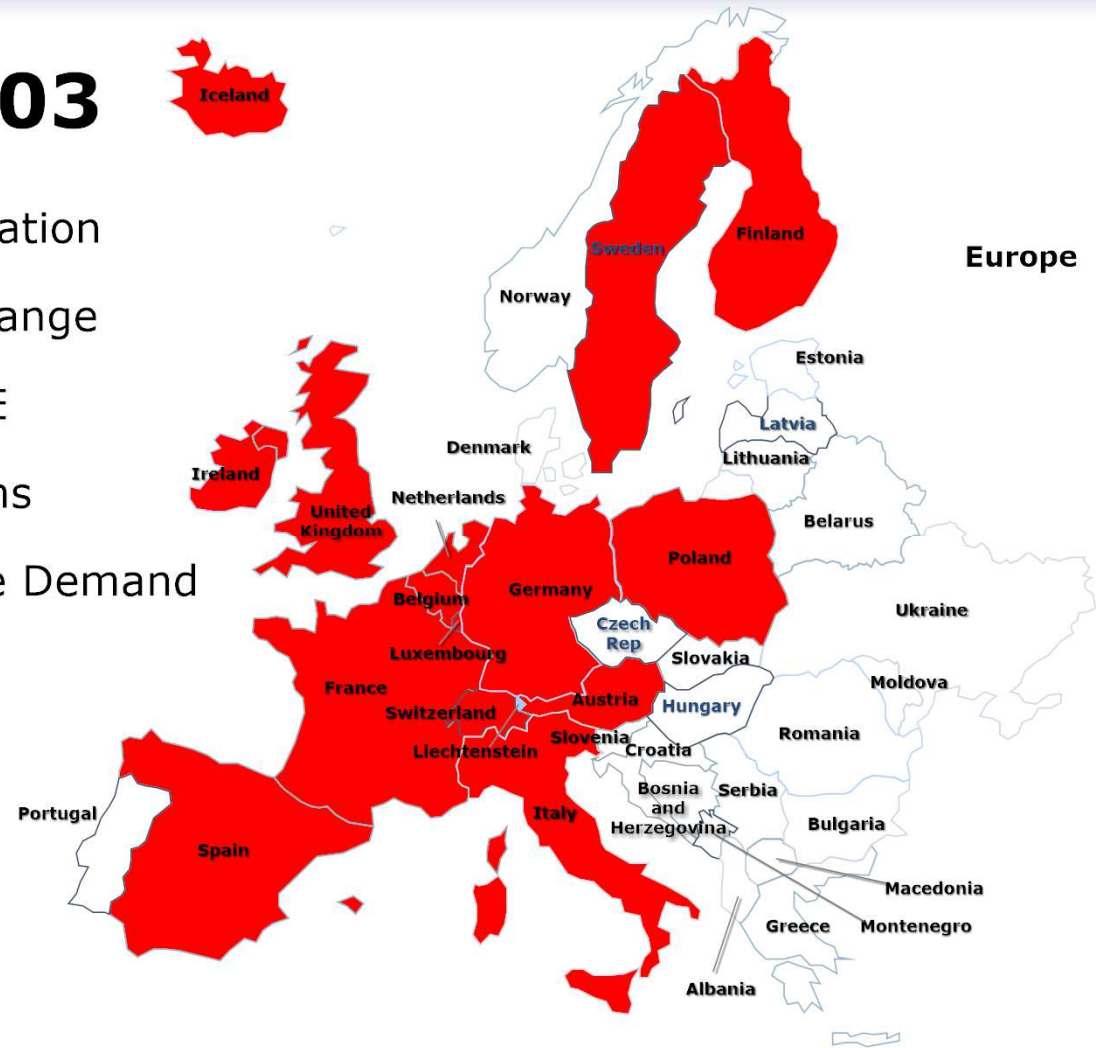


**Corporate Actors**

**Sweden  
2003**

**2003**

- Education
- Exchange
- VOPE
- Norms
- State Demand





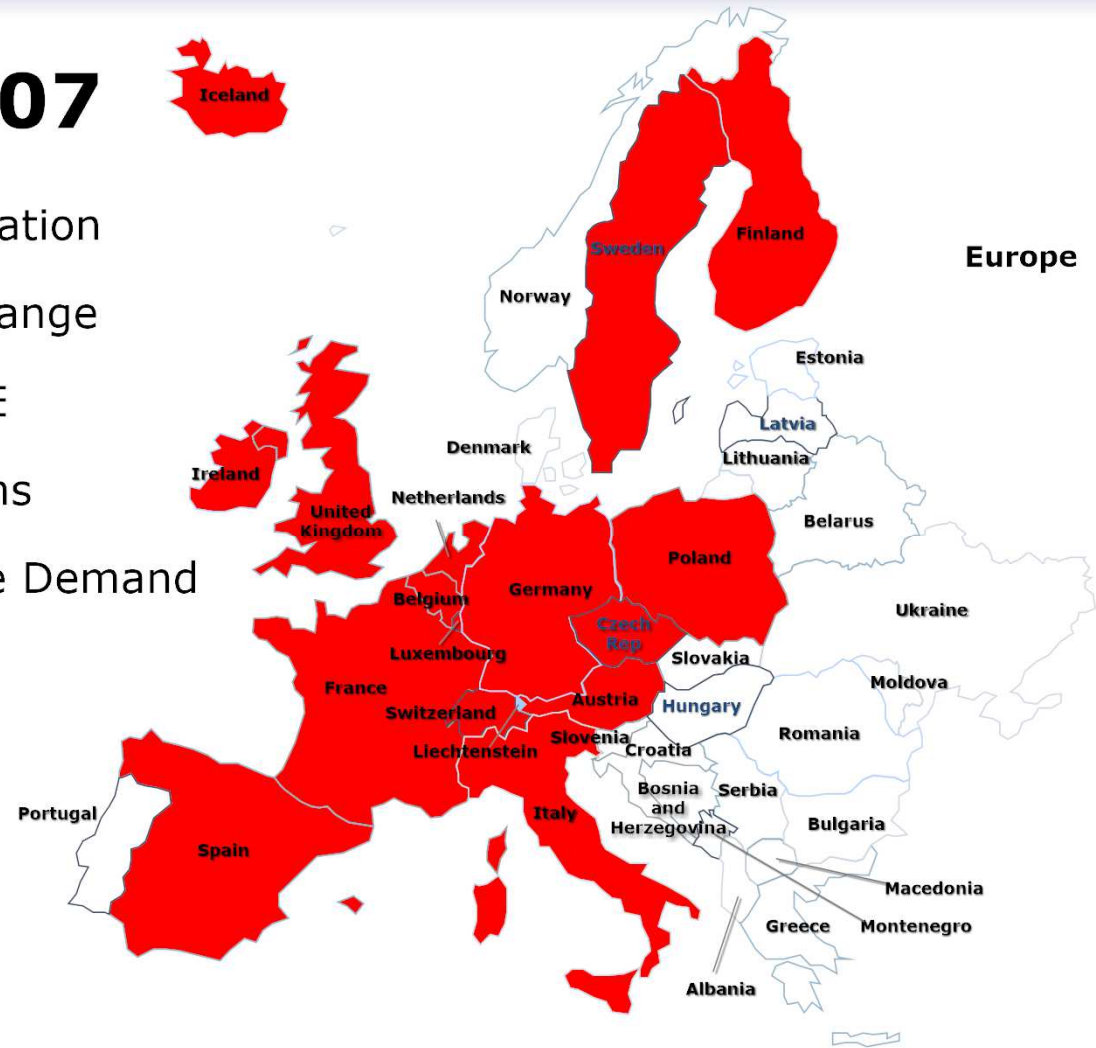


**Corporate Actors**

**Czech Rep.  
2007**

**2007**

- Education
- Exchange
- VOPE
- Norms
- State Demand



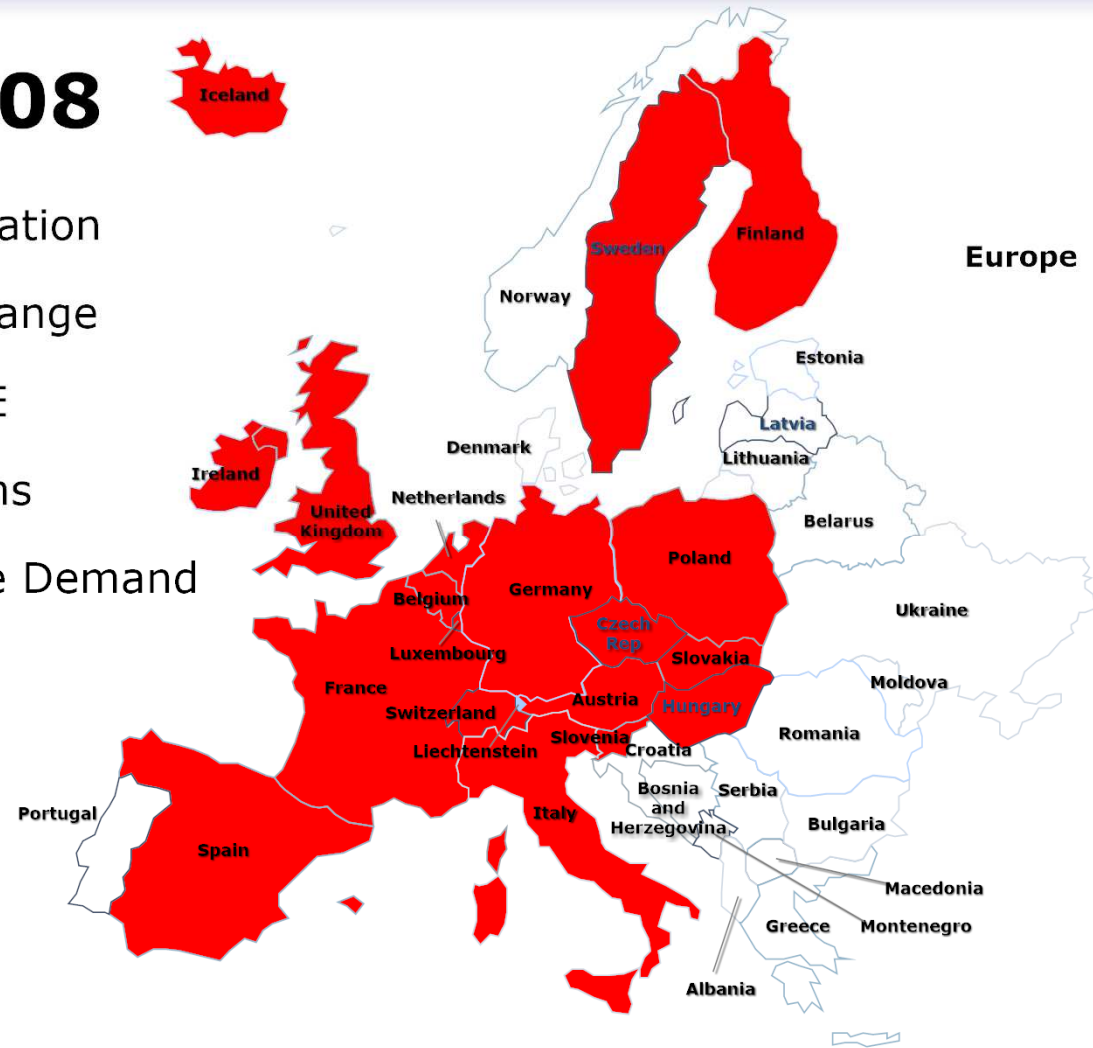


**Corporate Actors**

**Hungary  
Slovakia  
Slovenia  
2008**

**2008**

- Education
- Exchange
- VOPE
- Norms
- State Demand



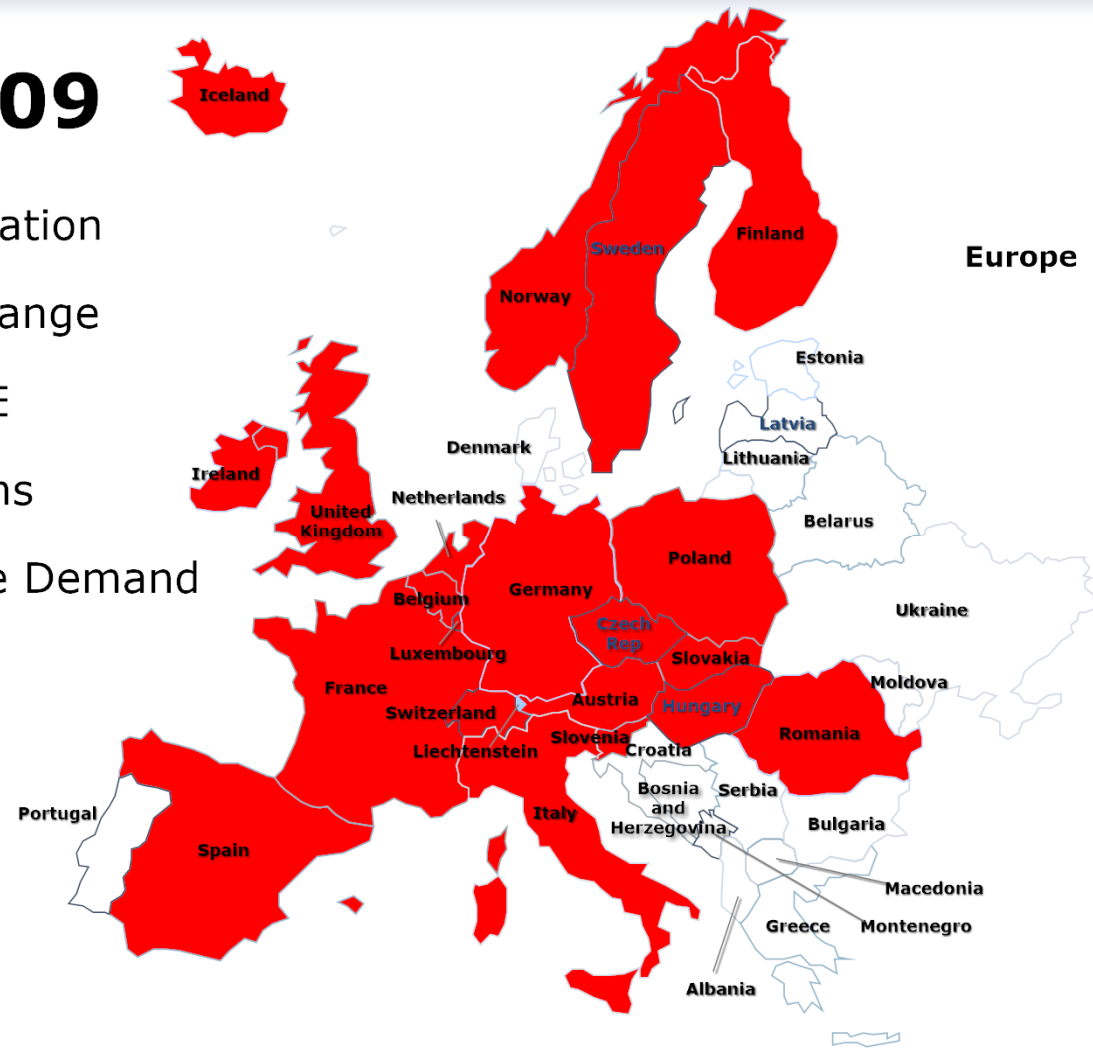


**Corporate Actors**

**Norway  
Romania  
2009**

**2009**

- Education
- Exchange
- VOPE
- Norms
- State Demand



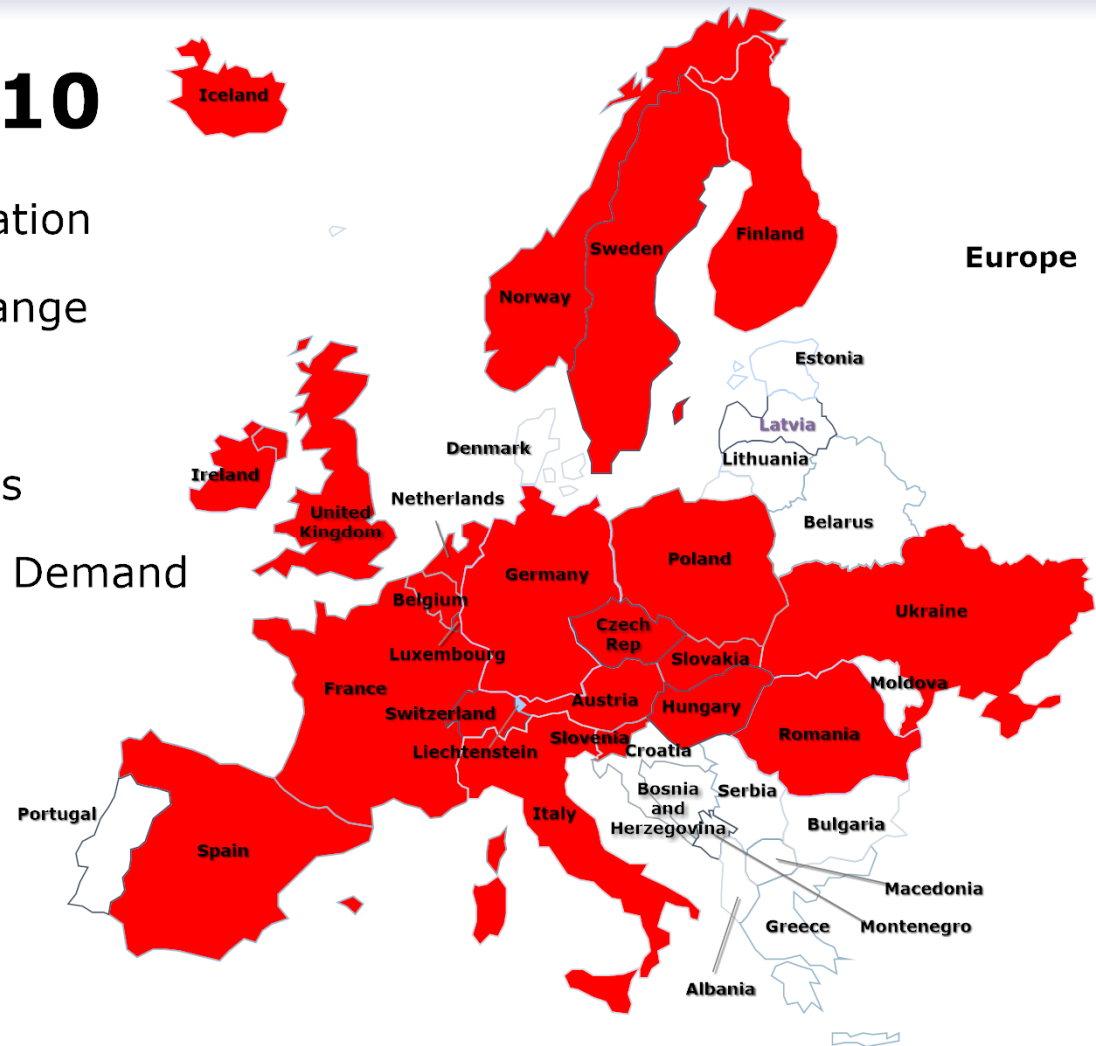


**Corporate Actors**

**Ukraine  
2010**

**2010**

- Education
- Exchange
- VOPE
- Norms
- State Demand



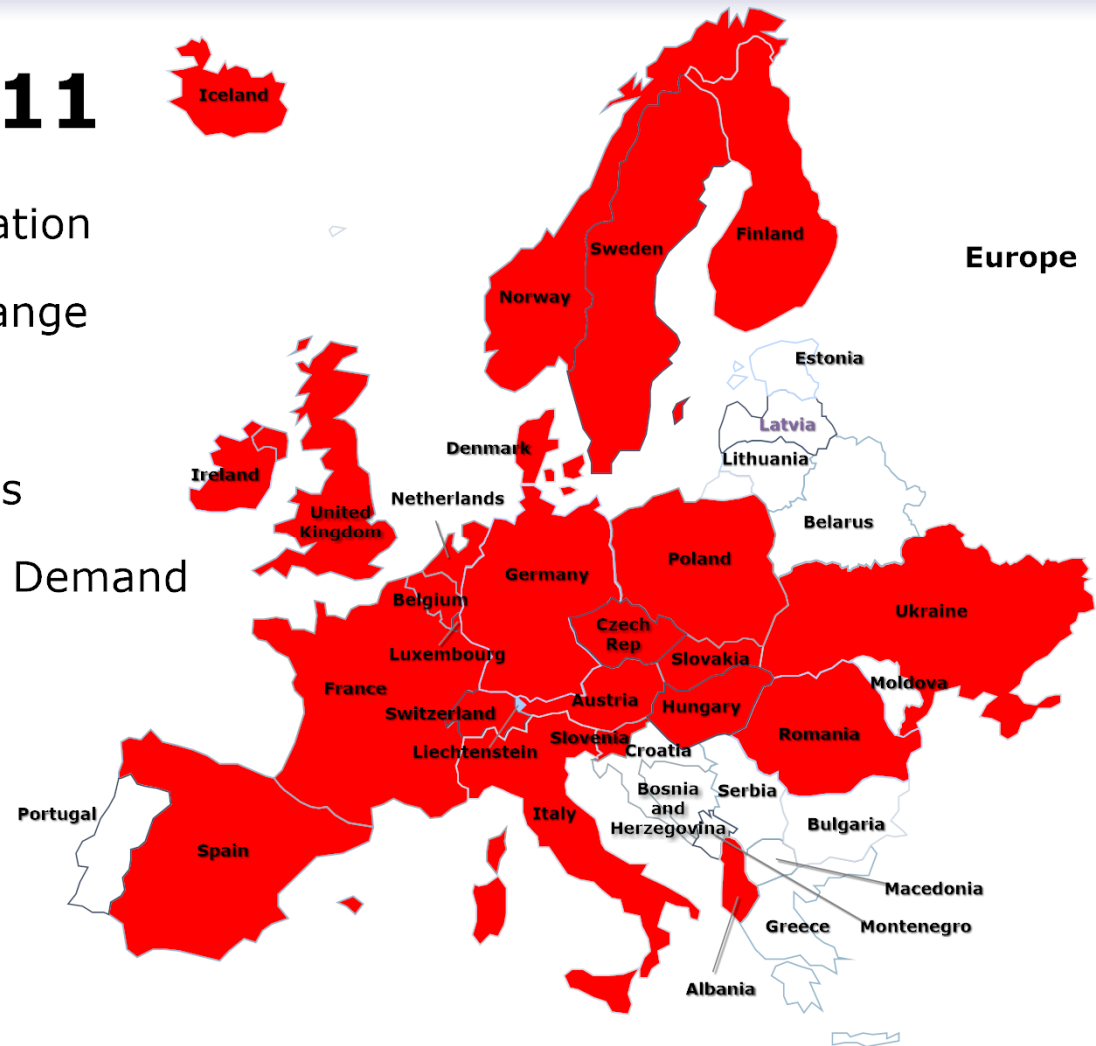


**Corporate Actors**

**Albania  
Denmark  
2011**

**2011**

- Education
- Exchange
- VOPE
- Norms
- State Demand





**Corporate Actors**

**Bosnia  
Serbia  
2012**

**2012**

- Education
- Exchange
- VOPE
- Norms
- State Demand



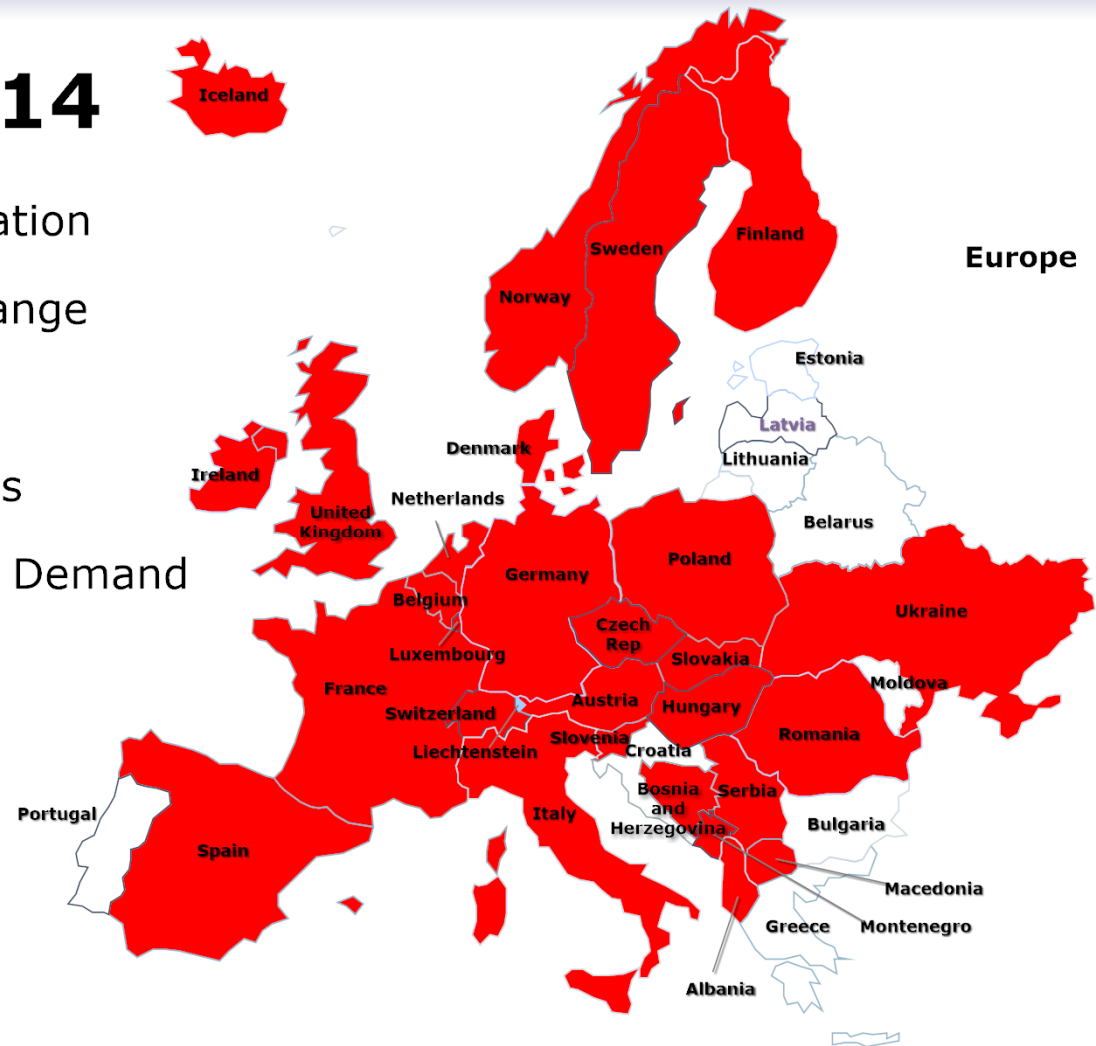


**Corporate Actors**

**Macedonia  
Montenegro  
2014**

**2014**

- Education
- Exchange
- VOPE
- Norms
- State Demand



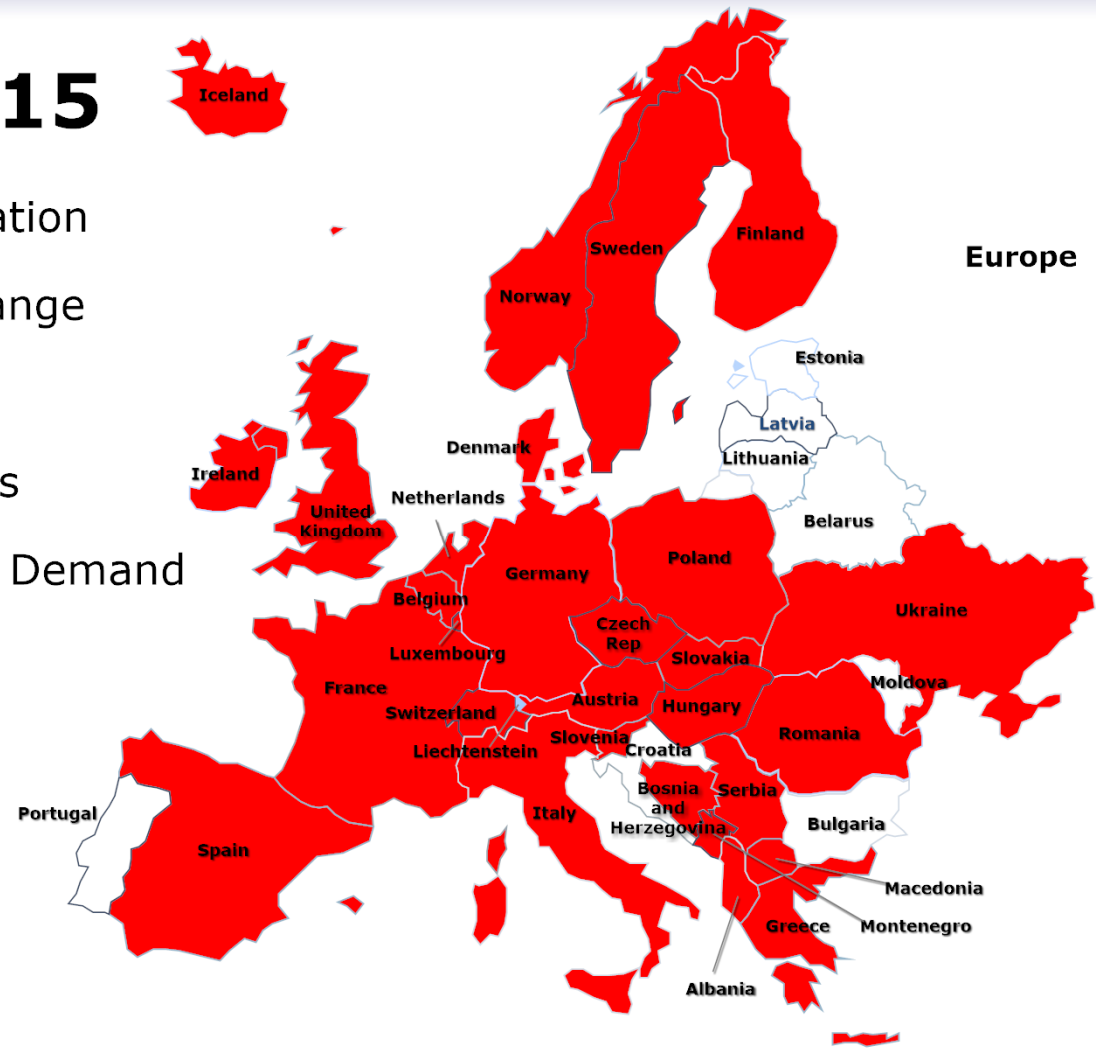


**Corporate Actors**

**Greece  
2015**

**2015**

- Education
- Exchange
- VOPE
- Norms
- State Demand





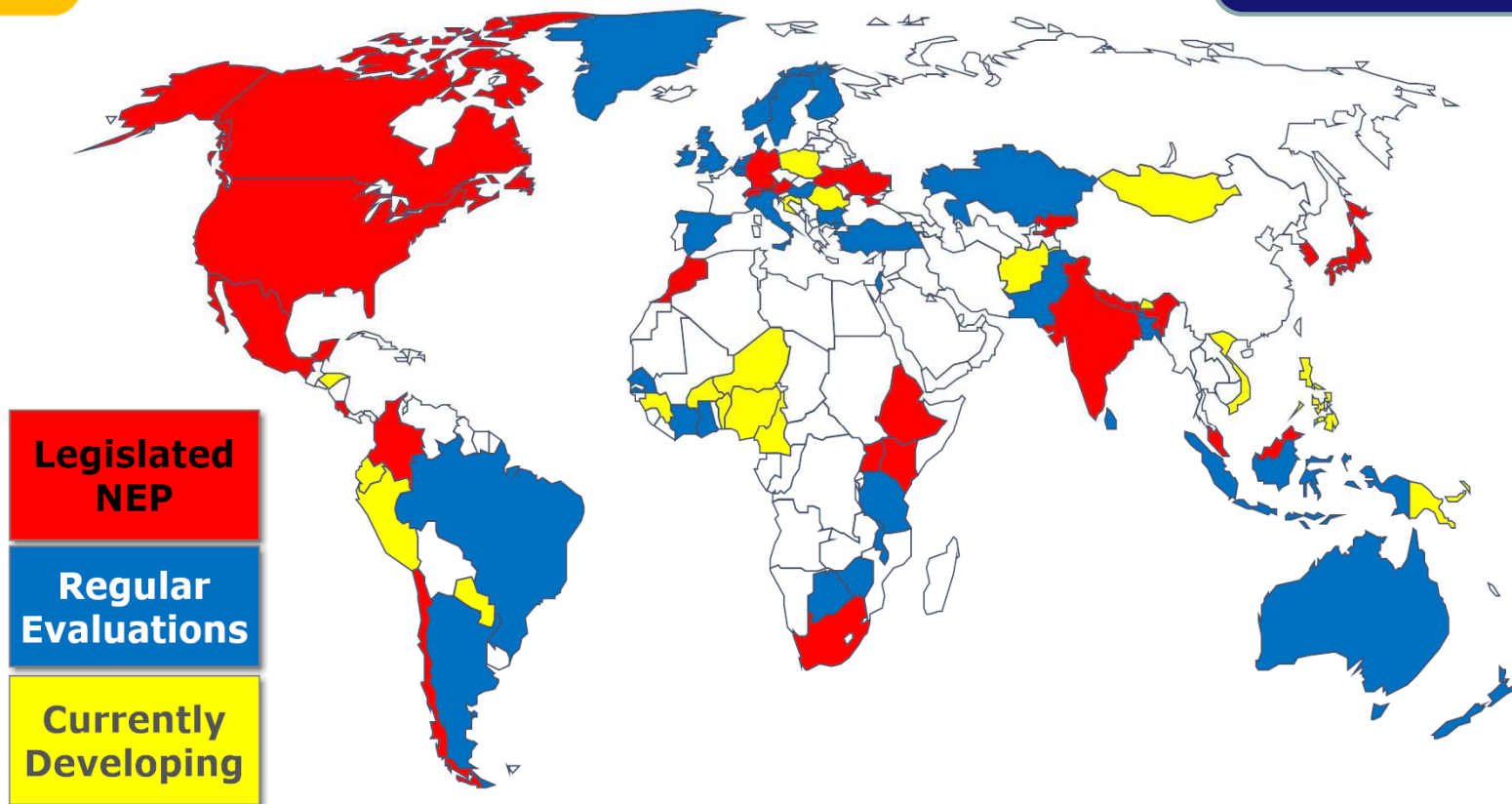
**Standards/Norms****Evaluation Standards in Europe 2016****Regulation**

- ✓ **CES-Formalni-Standards (Czech Republic 2013)**  
[http://www.czecheval.cz/standardy\\_kodex/ces\\_formalni\\_standardy\\_evaluaci\\_short\\_5\\_\\_.pdf](http://www.czecheval.cz/standardy_kodex/ces_formalni_standardy_evaluaci_short_5__.pdf)
- ✓ **Charte de l' Evaluation (France 2006)**  
<http://sfe-asso.e-monsite.com/medias/files/sfe-plaquette-charte.pdf>
- ✓ **Cod Etic (2010) Standard ocupațional (in Progress, Romania)**  
<http://www.evalrom.ro/dezbateri>
- ✓ **DeGEval-Standards (Austria/Germany 2002/2016)**  
<http://www.degeval.de/de/degeval-standards/standards/>
- ✓ **SES-Standards (Slovakia 2010)**  
<http://www.evaluacia.sk/wp-content/uploads/2010/05/SES-standards.pdf>
- ✓ **SEVAL-Standards (Switzerland 2000/2016)**  
[http://www.seval.ch/documents/Standards/SEVAL-Standards%202016\\_d.pdf](http://www.seval.ch/documents/Standards/SEVAL-Standards%202016_d.pdf)
- ✓ **Guidelines for good practice in Evaluation (United Kingdom 2013)**  
[https://www.evaluation.org.uk/images/ukesdocs/UKES\\_Guidelines\\_for\\_Good\\_Practice\\_January\\_2013.pdf](https://www.evaluation.org.uk/images/ukesdocs/UKES_Guidelines_for_Good_Practice_January_2013.pdf)

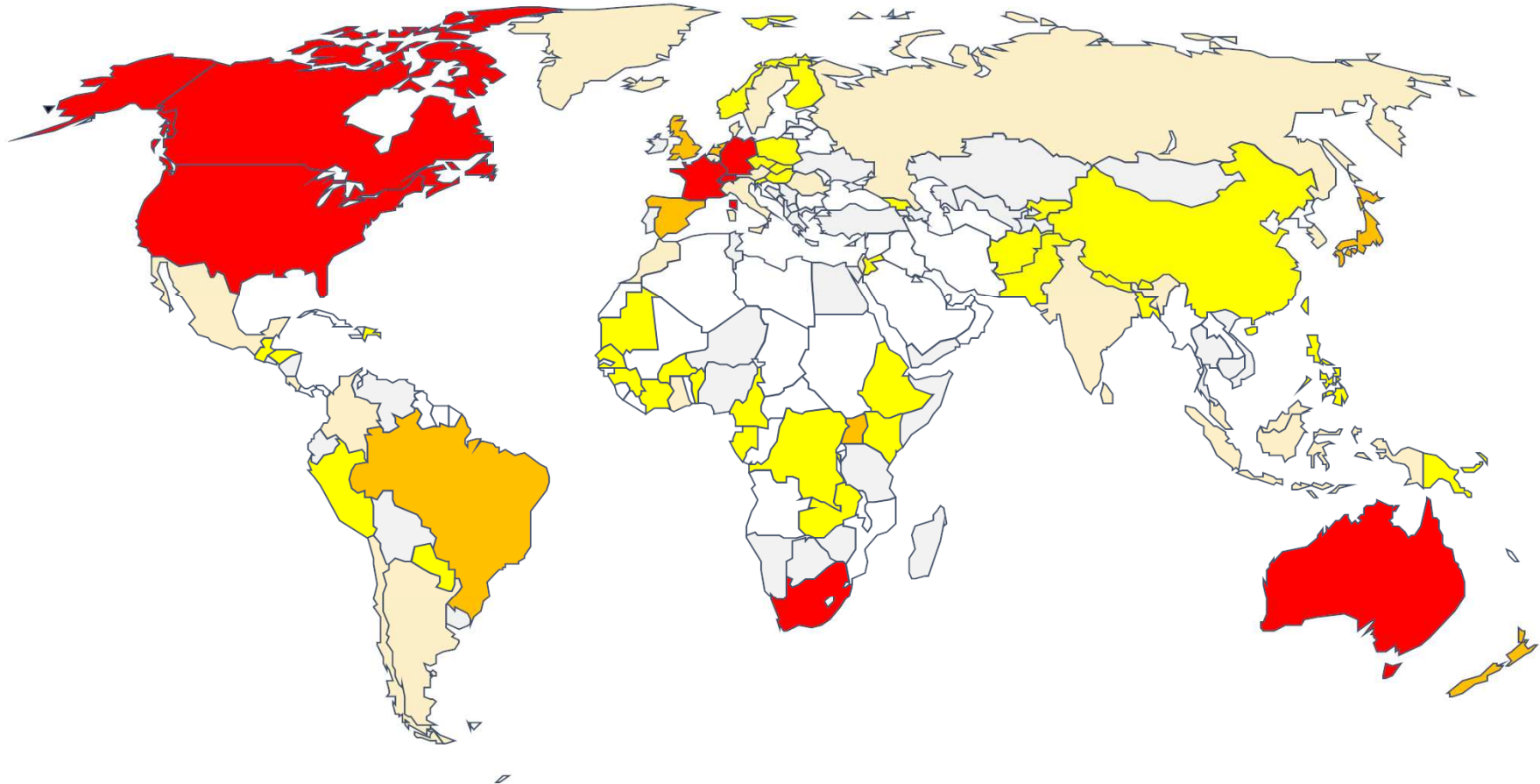


**National Policies**

**Market**



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**Education****Communi-  
cation****Organi-  
zation****Regulation****Market**Scale 0 - 5 

0	<1	<2	<3	<4	4>
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**Part IIII**

**What is professional evaluation**

**Key Skills**

## What is Evaluation?

An assessment or judgement of a circumstance or object on the basis of sound information to make a contribution to decision-making

- ✓ **Valuation** („merit or worth of the object“)
- ✓ **Generation of Knowledge** („scientific research“)
- ✓ **Purpose** („social betterment“)

**Social Process** („interaction between stakeholders“)

# Evaluation Process

## Preparation

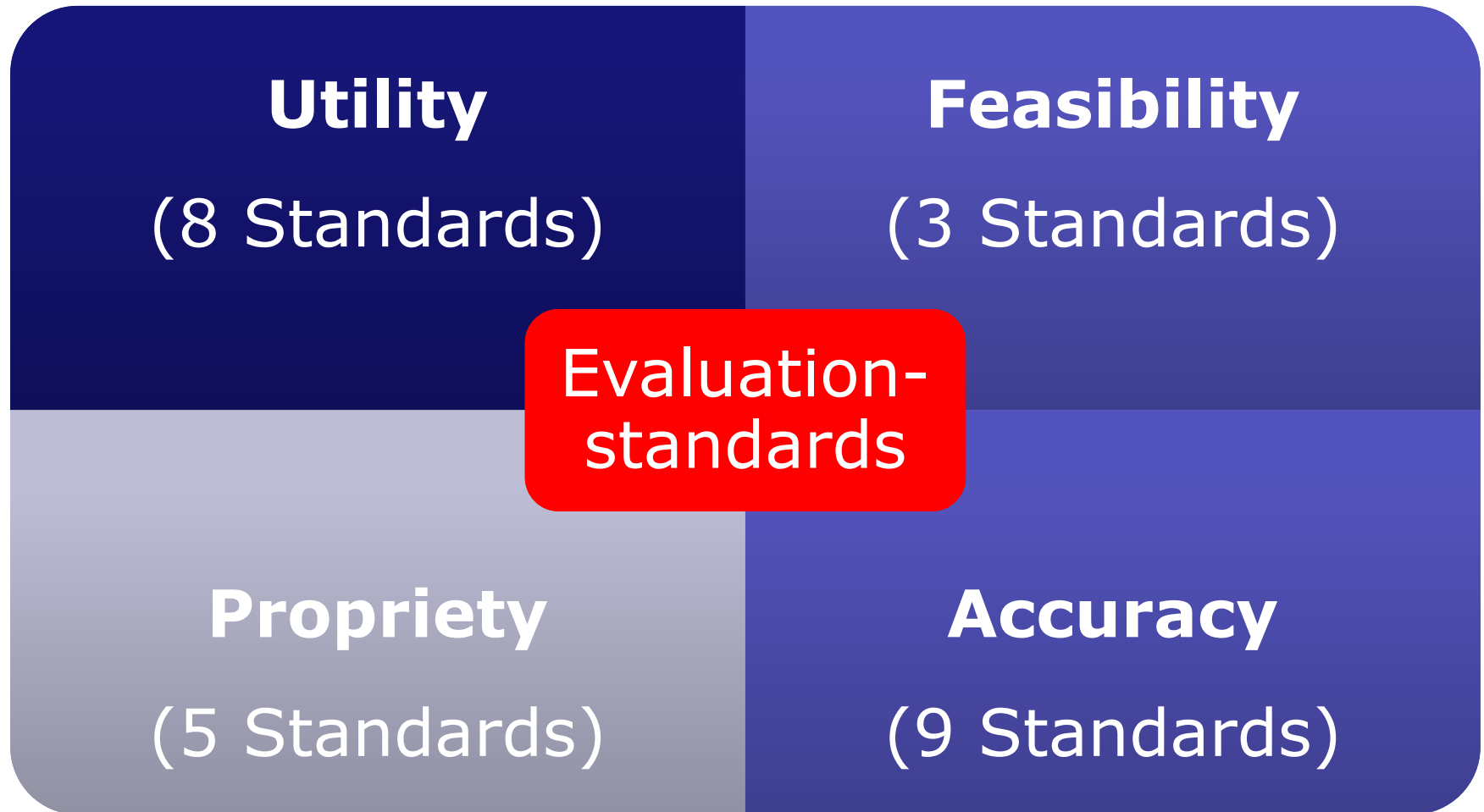
- Clarifying the role of evaluation
- Biding/ Assignment

## Implementation

- Designing Evaluation
- Generating Knowledge
- Valuation

## Utilization

- Discussing the options for action
- Using results for purposes



## Utilitization

- ✓ Identifying Stakeholders
- ✓ Clarifying the Purposes
- ✓ Showing Credibility/Competence
- ✓ Appropriate Information Scope
- ✓ Making Values Transparent
- ✓ Just-in-time Production

## Propriety

- ✓ Signing a Formal Agreement
- ✓ Protecting Individual Rights
- ✓ Complete and Fair Investigating
- ✓ Unbiased Conducting / Reporting
- ✓ Disclosure of Findings

## Feasibility

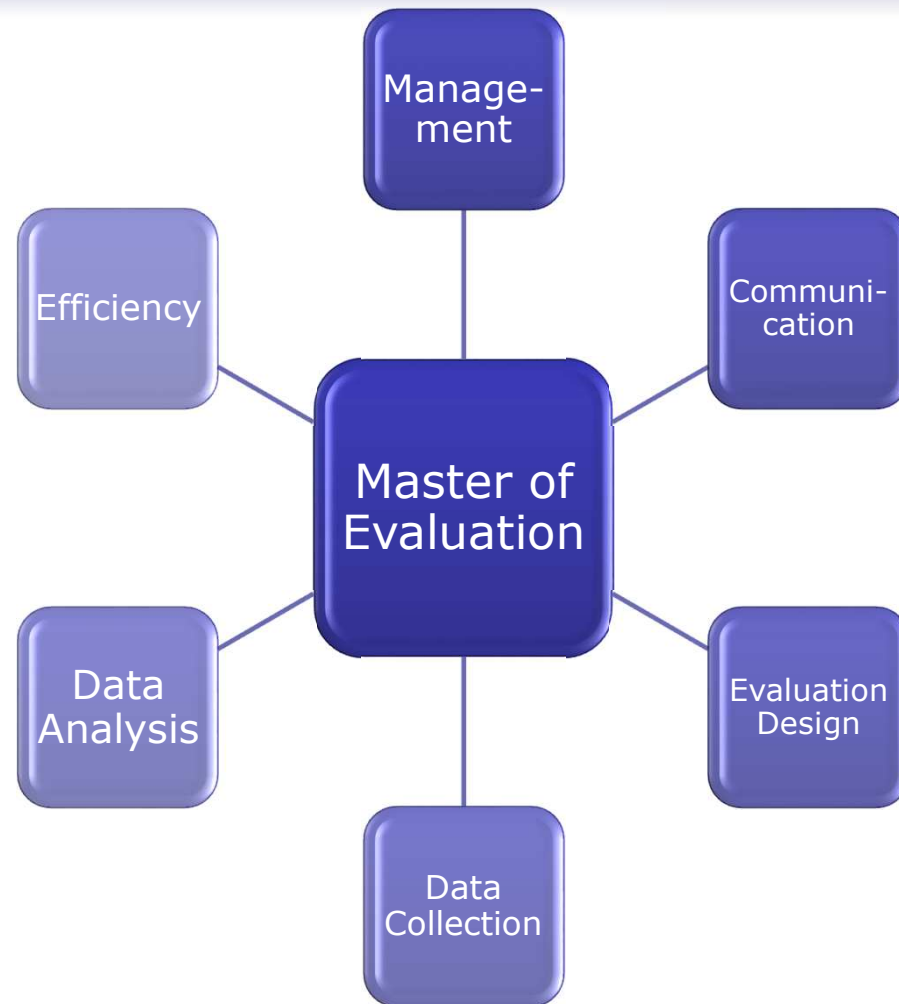
- ✓ Appropriate to Expectation
- ✓ Diplomatic Conductions
- ✓ Efficient Evaluation

## Accuracy

- ✓ Analysing Contexts
- ✓ Describing Evaluand, Purposes and Procedures
- ✓ Disclosure of Sources
- ✓ Valid and Reliable Information
- ✓ Systematic Data Review



# What we teach in Evaluation



## Internal Evaluation

Conducted by the same organisation as is implementing the programme/activities

### Advantages

- ✓ Quick, no additional costs
- ✓ Plenty of relevant know-how
- ✓ Immediate implementation

### Disadvantages

- ✓ Low degree of methodological competence
- ✓ Lack of independence and detachment
- ✓ Blinkered view

## External Evaluation

Conducted by people who do not belong to the funding or the implementing organisation

### Advantages

- ✓ High independence
- ✓ Profound methodological competence
- ✓ Assists reformatory forces
- ✓ High degree of credibility

### Disadvantages

- ✓ Time consuming, additional costs
- ✓ Low degree of relevant know-how
- ✓ Defence reactions
- ✓ Implementation problem

## Key Skills

- ✓ Evaluation Management
  - Planning and Implementation, Theories of Change
  - Oral and Written Proposals, Reporting
- ✓ Communication
  - Stakeholder Analysis and Identification
  - Stakeholder Management and Participation
  - Moderation and Mediation
- ✓ Empirical Social Research
  - Evaluation Design
  - Data Collection
  - Data Analysis and Interpretation
- ✓ Economical Analysis
  - Efficiency Measurement
  - Socio-economical Context Analysis
  - Knowledge Management/Organizational Learning

Thank you for your attention!



Adj. Prof. Dr. habil Wolfgang Meyer



- ✓ **Beywl, W.; Harich, K.** (2007): University-based continuing education in evaluation: The baseline in Europe. *Evaluation*, 13(1):121-134.
- ✓ **Devine, H.** (2009): *Consortium of Universities for Evaluation Education (CUEE) Project: Research on Evaluation Education at the Graduate Level in Canadian Universities*, Victoria.
- ✓ **Friedrichs, V.** (2015): European university-based study programs in Evaluation. In: Stockmann, R. & Meyer, W. (eds.): *The Future of Evaluation*. Basingstoke: Palgrave (forthcoming)
- ✓ **LaVelle, J. M. & Donaldson, S. L.** (2010): University-Based Evaluation Training Programs in the United States 1980-2008: An Empirical Examination. *American Journal of Evaluation* 31(1): 9-23.
- ✓ **Meyer, W.** (2015). Towards Professionalization? The Contribution of University-based Training Programs in Pioneer Countries. In: Stockmann, R. & Meyer, W. (eds.): *The Future of Evaluation*. Basingstoke: Palgrave (forthcoming)
- ✓ **Rosenstein, B. (2013):** *Mapping the Status of National Evaluation Policies*. Commissioned by Parliamentarians Forum on Development Evaluation in South Asia jointly with EvalPartners, IOCE/EvalPartners: Renfrew Canada.