

Centrum für Evaluation



Center for Evaluation

# Evaluation Roots in the USA and in Europe

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Prof. Dr. Reinhard Stockmann  
Director Center for Evaluation, CEval

# Figure 1a

## Indicators

## Operationalization

'What'?  
(Subject of  
Evaluation)

Laws, policies, programs,  
projects sectors, organizations,  
individuals

'Who'?  
(Institutions of  
Evaluation)

Independent public evaluation  
institution (e.g. state agencies),  
ministry evaluation  
departments, university and  
research institutes, consultants,  
evaluation departments within  
implementing organizations

# Figure 1b

## Indicators

## Operationalization

'Which Criteria'?  
(Criteria of  
Evaluation)

Effectiveness, Efficiency,  
Outcome, Impact, Sustainability,  
Relevance, Significance (DAC-  
Principles)

'How'?  
(Approaches and  
Methods of  
Evaluation)

Objectives-oriented,  
Management-oriented,  
Consumer-oriented, Expertise-  
oriented, Participant-oriented  
(Fitzpatrick et al 2004)

'Which Objectives'?  
(Target of  
Evaluation)

Knowledge, Accountability,  
Development (Learning),  
Legitimacy (Stockmann 2006)

# Figure 2a

| <b>Indicators</b>                     | <b>Sector 1:<br/>Development<br/>Aid</b> | <b>Sector 2:<br/>Education</b>            | <b>Sector 3:<br/>Labor<br/>market</b> |
|---------------------------------------|--|---|---------------------------------------|
| 'What'?<br>(Subject of<br>Evaluation) | Mainly<br>programs and<br>projects       | Organisations,<br>courses,<br>individuals | Laws,<br>policies                     |

# Figure 2b

| Indicators                             | Sector 1:<br>Development Aid  | Sector 2:<br>Education                       | Sector 3:<br>Labor market |
|--|---|--|---------------------------|
| 'Who'?<br>(Institutions of Evaluation) | ministry evaluation department, seldom university and research institutes, mostly consultants, evaluation departments within implementing organisations (less in NGO) | Merger of universities, private institutions | State authority (IAB)     |

# Figure 2c

| <b>Indicators</b>                                   | <b>Sector 1:<br/>Development Aid</b>  | <b>Sector 2:<br/>Education</b> | <b>Sector 3:<br/>Labor<br/>market</b> |
|---|---|--------------------------------|---------------------------------------|
| 'Which<br>Criteria?'<br>(Criteria of<br>Evaluation) | Mostly Effectiveness,<br>Outcome, Relevance,<br>Significance;<br>Efficiency only for<br>huge investments<br>(KfW) | Effective-<br>ness             | Effective-<br>ness,<br>Efficiency     |

# Figure 2d

| Indicators                                       | Sector 1:<br>Development Aid            | Sector 2:<br>Education                                 | Sector 3:<br>Labor market               |
|--|---|--|---|
| 'How?'<br>(Approaches and Methods of Evaluation) | Participant-oriented<br><br>Qualitative | Expertise oriented<br><br>Qualitative/<br>Quantitative | Objectives-oriented<br><br>Quantitative |
| Scientific Roots                                 | Sociology,<br>Ethnology                 | Educational Sciences                                   | Economics                               |

# Figure 2e

| <b>Indicators</b>                             | <b>Sector 1:<br/>Development Aid</b>         | <b>Sector 2:<br/>Education</b>                         | <b>Sector 3:<br/>Labor<br/>market</b>   |
|---|--|--|---|
| 'Which Objectives?'<br>(Target of Evaluation) | Accountability,<br>Development<br>(Learning) | Accounta-<br>bility,<br>Develop-<br>ment<br>(Learning) | Accounta-<br>bility,<br>Legiti-<br>macy |



Thank you for your attention!



Prof. Dr. Reinhard Stockmann