



# Evaluation: A Learning Function

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**EVALUATION IN DEMOCRACY**

**European Parliament**

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## Professional career: relevant highlights

- Advisor to the President of the Treasury Board of Canada on Performance Reporting to Parliament.
- Advisor to the European Court of Auditors on Sound Financial Management, i.e. performance audit.
- Advisor to the European Commission on the implementation of the organisation and systems for evaluation (1996 Communication on Evaluation).
- Director, Performance Audit & Accountability (Auditor General of BC, Canada).

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Dual purpose of accountability and learning

Predominance of classic accountability paradigm

*“Obligation to account for a responsibility conferred”*

*“Accountability is a relationship based on obligations to demonstrate, review, and take responsibility for performance, both the results achieved in light of agreed expectations and the means used.” (Auditor General of Canada)*



Assurance – the contribution of audit

Performance audit

The “WHAT” question

Limitations of audit



Intelligence and knowledge – the contribution of evaluation

WHAT, WHY, SO WHAT, FOR WHO?

Policy level learning

Values, social capital, public interest

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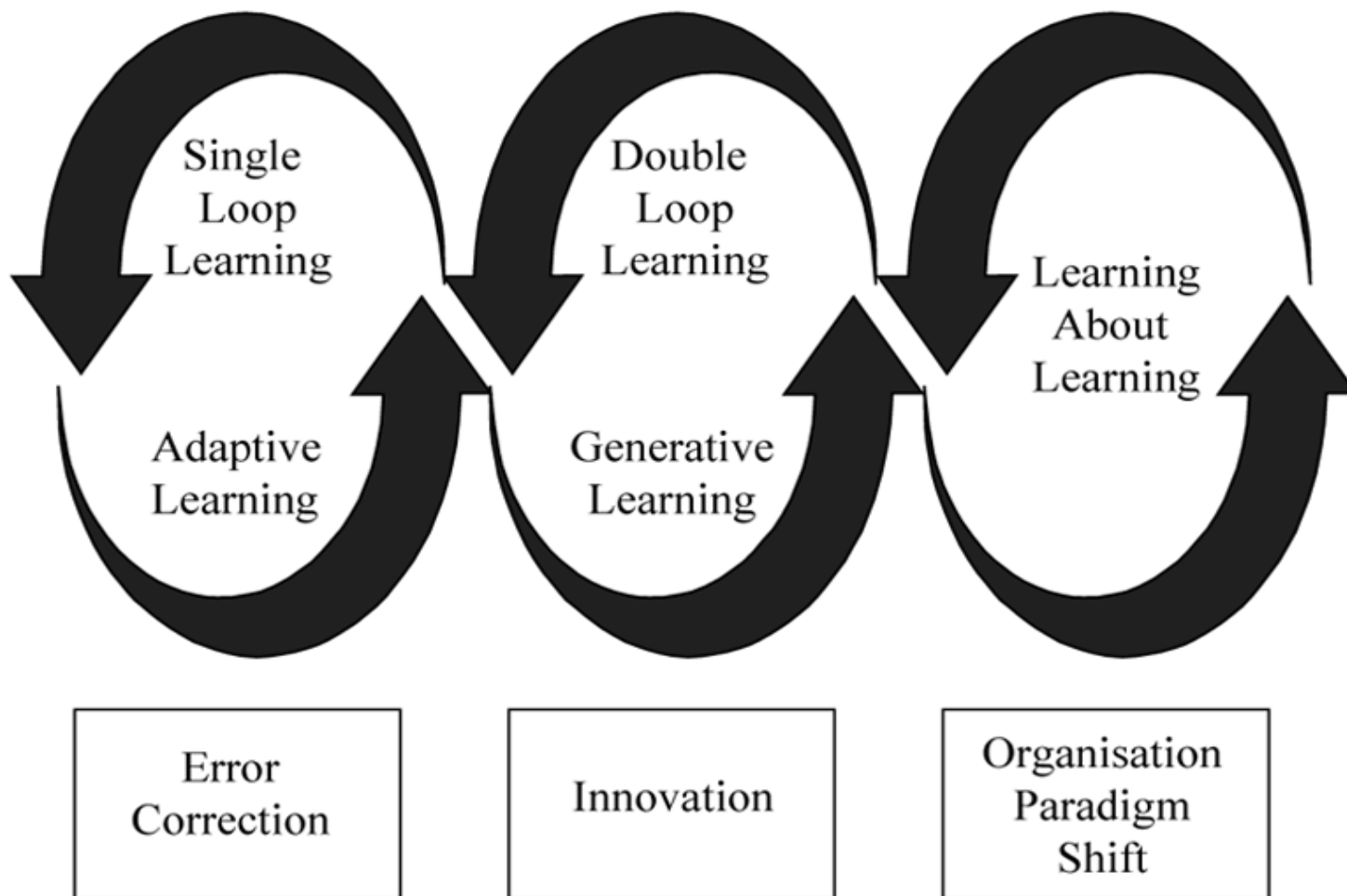


Organisational level learning

From knowledge to understanding to intelligence

From single to triple loop learning

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Accountability as a learning paradigm

Implications for the evaluation function

Implications for Parliament

From external control to democratic oversight to  
democratic governance

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