

---

# Contents

---

<i>List of contributors</i>	vii
<i>Preface</i>	ix
1 Introduction: what do we need evaluation for? <i>Reinhard Stockmann</i>	1
Prologue	1
On ship voyages, projects, programmes and evaluation	3
Answers to the question ‘What for?’	8
Aims and structure of this book	9
2 An introduction to evaluation <i>Reinhard Stockmann</i>	13
2.1 Basic evaluation knowledge	14
2.2 Evaluation approaches	29
2.3 Conducting evaluations	51
3 Competing and complementary approaches to evaluation <i>Reinhard Stockmann</i>	62
3.1 Controlling	63
3.2 Balanced scorecard	67
3.3 Benchmarking	72
3.4 Auditing	79
3.5 Synoptical comparison	87
3.6 Use of instruments in quality and programme management	91
4 Organizational aspects of evaluations <i>Stefan Silvestrini</i>	99
4.1 Planning and preparation	100
4.2 Drawing up a tender	108
4.3 Practical implementation and project management	125
5 Evaluation designs <i>Wolfgang Meyer</i>	135
5.1 Experimental and quasi-experimental designs	136
5.2 Alternative research approaches and designs	142
5.3 Special features of evaluation designs	147
5.4 Conclusions	156

vi *Contents*

6	The social context of evaluation	158
	<i>Tasso Brandt</i>	
6.1	The 'social context' of evaluation: an overview	158
6.2	On the relationship between evaluators and stakeholders	162
6.3	Qualification requirements for evaluators	180
6.4	Use and utilization of evaluations	184
7	Measuring: indicators – scales – indices – interpretations	189
	<i>Wolfgang Meyer</i>	
7.1	Indicators	191
7.2	Scales and scaling	201
7.3	Indices and their construction	209
7.4	Assessment and interpretation	214
7.5	Conclusions	217
8	Data collection: surveys – observations – non-reactive procedures	220
	<i>Wolfgang Meyer</i>	
8.1	Ways of procuring data and information	221
8.2	Selection problems in data collection	227
8.3	Standardized and non-standardized surveys	237
8.4	Group interviews, peer review and the Delphi method	257
8.5	Observation procedures	266
8.6	Use of secondary data	272
8.7	Conclusions	277
9	An introduction to data management and data analysis	280
	<i>Peter Maats and Pascal Klären</i>	
9.1	Data management	281
9.2	Data analysis	294
10	Reporting	317
	<i>Vera Hennefeld and Ralph Meiers</i>	
10.1	The aims of reporting and the requirements it should meet	317
10.2	Integration of reporting in the evaluation process	320
10.3	Presentations	325
10.4	The evaluation report	332
	<i>References</i>	344
	<i>Index</i>	375