

# Strategic Evaluation as Practice: embedding evaluation in policy

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Tim Schokker

Dutch Ministry of Education, Culture and Science

# What characterizes education policy?


*“Evidence is essential for good decision making but cannot drive it. Values drive decisions (...)” Brighouse et al, 2018, Educational Goods*

- ▶ Education is value driven
  - ▶ Education is a personal experience
  - ▶ Education is relational and social
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- ▶ What does this mean for the knowledge / evidence you need for decision making?


# What are the conditions for a learning education policy?

- ▶ Make the learning process a *collective* process of all those involved (including politics) within a learning ecosystem
- ▶ Be explicit about policy goals, expectations and mechanisms
- ▶ Formulate a longterm evaluation agenda (6 years) which is predictable.
- ▶ Timing is evrything

# Strategic Evaluation: processes



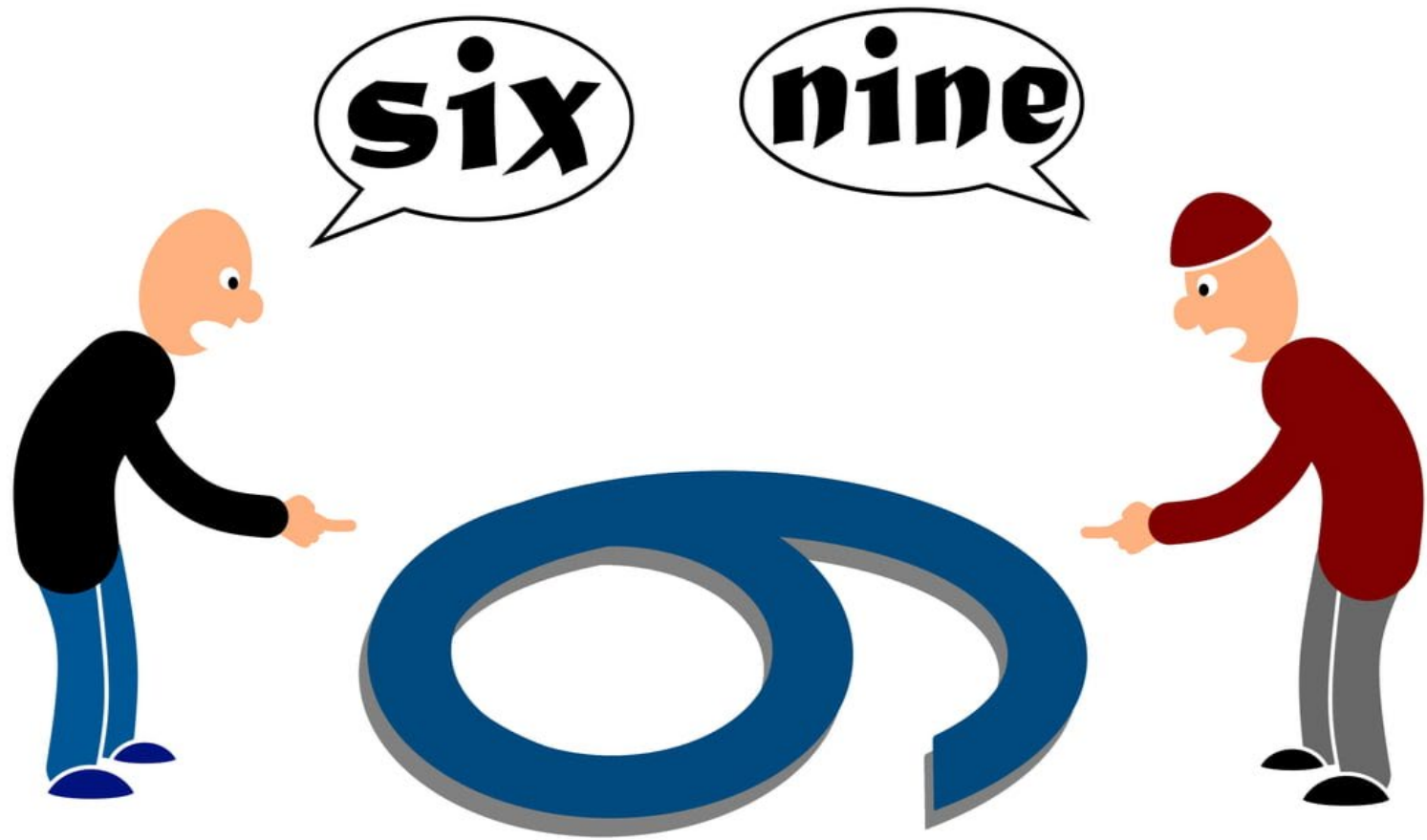
Looking forward:  
*what* knowledge do  
you need *when* for  
*which decision*?



Looking back: how  
does your domain  
perform, what is the  
impact of policy?

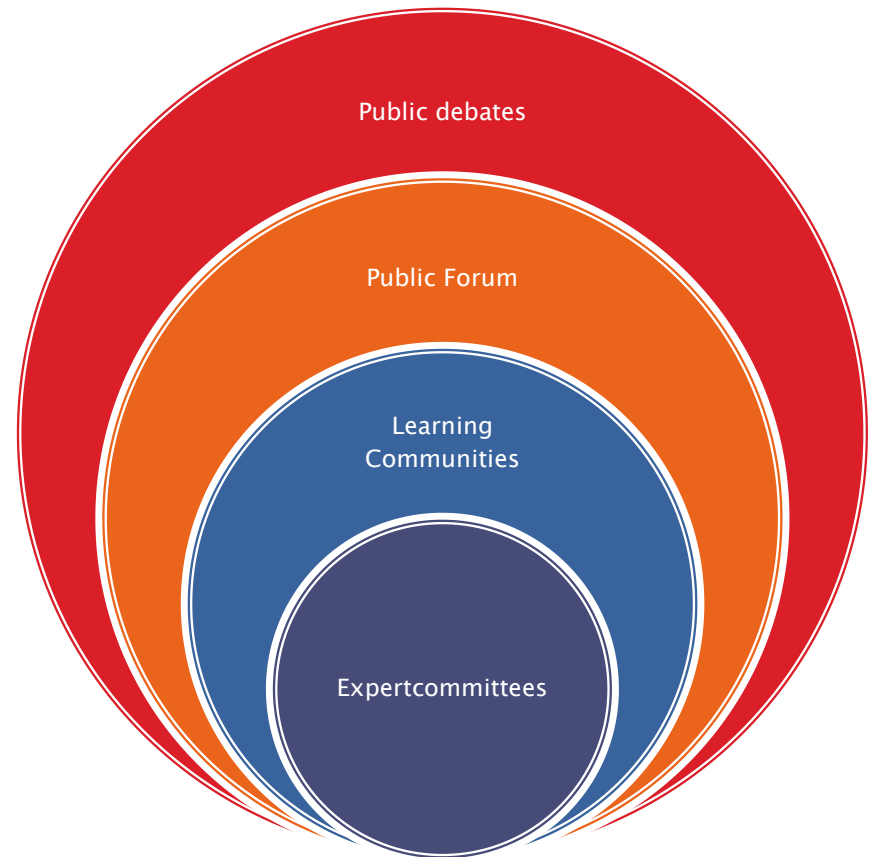
> How to better anticipate  
future developments and  
sudden changes?

Learning is not easy and involves a continuous dialogue



# What could be elements of an ecosystem?

- Expert committees assembling and validating a knowledge base
- Surrounded by learning communities of education professionals, policymakers, politicians and their staff, researchers, other experts
- Culminating in a structured public dialogue about the implications of research for policy and practice (sense making) and vice versa; open to all stakeholders and the public



# Strong points educational report inspection of education

- ▶ Comprehensive (all educational sectors, all aspects of education)
- ▶ Annual
- ▶ Authoritative and well-argued with ‘technical’ background reports
- ▶ Part of public debat (e.g. always newsitem on public television)



# Tensions educational report inspection of education

- ▶ Annual report: not much time to make improvements; short cycle involves the risk of repetition of key messages.
- ▶ Inspection of education is also a 'policy instrument'; can it judge itself?
- ▶ Inspection of education is independent, but also under ministerial responsibility and part of the ministry.





Thank you!

[t.schokker@minocw.nl](mailto:t.schokker@minocw.nl)