

EVALUATIONS IN TRANSITION(S)

New Challenges in the Evaluation
of Public Policy



French Evaluation Days

OCTOBER 30-31, 2025
Rennes



*Société Française
de l'Évaluation*

COMPENDIUM
OF THE FRENCH EVALUATION DAYS



Compendium of the French Evaluation Days (JFE)

**16th edition, 30 and 31 October 2025 in Rennes:
Evaluation in transition(s), the new challenges of public policy
evaluation**

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The 2025 French Evaluation Days, a landmark event for the French Evaluation Society and its ecosystem

Established in 1999 by the French Evaluation Society (SFE), the French Evaluation Days (JFE) represent a **landmark conference** for professionals in the field of public policy evaluation.

Every two to three years, the French Evaluation Days bring together public officials, elected representatives, researchers, practitioners and young professionals to discuss themes combining evaluation and societal issues.

These conferences foster dialogue between the academic, institutional and operational worlds. They offer a **unique space** for reflection, experiences sharing and methodological innovation.

This edition, with its specific focus on **transitions**, succeeded – more than ever before - in bringing together a **diverse audience**, with strong representation of practitioners, academics and decision-makers.

The 2025 edition of French Evaluation Days generated wide spread **enthusiasm** among participants, who expressed their genuine pleasure at meeting and reconnecting, and demonstrated the studious, attentive, participatory and friendly nature of this community.

The JFE embody a **powerful collective dynamic**—driven by the **commitment** and diversity of their organizers and contributors, all of whom are volunteers. This dynamic is essential for rethinking and supporting public policies in a transformative way.

By bringing together these diverse energies, the JFE enabled **meaningful reflection on the evaluation of public policies in France**: its purpose, current practices, future developments, and the skills required to achieve these goals.

We extend **our deepest gratitude to the event's partners**. Through their moral support and co-financing, they **made this possible** and helped underscore that, as transitions accelerate, evaluation remains a **strategic tool for the common good**.

Virginie Besrest, French Evaluation Society President



Evaluation in the face of transitions: concrete pathways for action



Transitions have emerged as a new framework for public action. Beneath the diversity of initiatives and public policies discussed during the JFE lies a profound shift in models—one that forces us to reframe our thinking and evaluative practice. We ought to understand how to study deep and multifaceted transformations, identify tipping points, analyze uncertain trajectories, and measure the new inequalities they generate. The traditional criterion of efficiency is being recontextualized, while the pursuit of greater coherence in a diversified and fragmented public action becomes a cardinal point.

In France, the value chain of evaluation is shifting, driven by growing discussions on how to assess systemic impacts, snowball effects, collective and individual action, and the irreversibility of the changes we are witnessing. Methodological debates (criteria, tools, data) remain essential, yet the JFE also demonstrated the importance to grow the «culture of evaluation», to make it less technical, less siloed, and more open to stakeholders and citizens. Organizations must now rethink their evaluation strategies to become more learning-oriented. **A clear key takeaway emerges from the JFE: evaluation can no longer be merely a form of expertise; it must also become a compass for public action in transition.**

For the evaluation community, this implies a major shift in posture—from measurement to guidance. The JFE offered concrete avenues for exploring this shift, including leveraging digital technologies - particularly artificial intelligence-, drawing on related disciplines such as foresight and observation, integrating public policy design, and mobilizing narratives and imaginaries to better navigate these turning points. Behind these developments lies a fundamental question about the professional stance of evaluators: they will need to engage deeply, challenge dogmas, and embrace a practice that is as much about methodological support as it is about producing judgment. **The evaluation of the future is also about accompanying the changes driven by transitions.**

François Cathelineau, French Evaluation Society Board Member and Coordinator of the 2025 edition of the French Evaluation Days

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JFE 2025, a special edition

On 30 and 31 October 2025, the French Evaluation Society hosted the 16th edition of the French Evaluation Days (JFE) at Sciences Po Rennes, with the theme **‘Evaluation in Transition(s)’**.

TRANSITIONS AT THE HEART OF EVALUATION

Against a backdrop of **ecological, digital and democratic upheavals, transitions quickly emerged as a topical theme**, affecting all evaluation practitioners and all stakeholders in public policy.

This theme was intended to invite participants to rethink evaluation as a tool for supporting change, centered on three key areas of reflection:

1. **How public action – across all sectors – is affected by transitions and is itself ‘in transition(s)’.**
2. **How evaluation practices have evolved and continue to evolve to effectively meet the needs of evaluating public action.**
3. **How professional ecosystems are being reconfigured, and how the role of evaluation and position of evaluators are adapting in response to the unfolding transitions.**

As with previous editions, the French Evaluation Society issued a **call for papers** to build the JFE’s agenda on the basis of the selected proposals. The SFE’s board of directors



RIGOROUS AND CREATIVE PROGRAMME PLANNING

drafted the call for papers which was further amended by the JFE Programme Committee. The call for paper was published on 11 April 2025, with a deadline for submission as of 31 May 2025. A digital interface was set up to receive and review applications on a rolling basis.

Several contribution formats were suggested: short oral presentation (15 minutes followed by 5 to 10 minutes of questions), long oral presentation (45 minutes followed by 10 to 15 minutes of questions), poster presentation, symposia and workshops (a 1½ hours session to present new research, methods, approaches or results; either through a panel or using a more participatory approach). Games, book presentations or activities related to evaluation practice could also be proposed.

To steer the conference agenda, the SFE’s Board of Directors **convened a Programme Committee** comprising 28 members with diverse backgrounds. It met four times between April and September 2025, to:

- Circulate widely the JFE call for papers and encourage applications.
- Review the proposals received, ensure the overall coherence of the JFE agenda and contribute to the JFE preparation.
- Promote the event more widely.

Of the 172 applications submitted, 96 were selected, some of which involved contributions from several people.

The Programme Committee paid particular attention to:

- **The quality of the proposed presentations:** substance, clarity, new or alternative perspectives...

- **The diversity of speakers:** participants’ profiles, geographical representation, first-time speakers at the JFE...
- **The balance of contributions:** to present a diversity of themes, formats proposed and methods; as well as a combination of work in progress, completed work and points for reflection.
- **The overall balance of the agenda:** round-table discussions, presentations, workshops, recreational activities, networking sessions, etc.

The SFE built on its commitment to engage a wide range of stakeholders in the design and analysis of public policy, particularly in the context of transition policies. The SFE also leveraged the content from its recent publication, *«Evaluation and Public Policy Design: Bridging Disciplines to Transform Governance.»* (Evaluation et Design de politiques publiques, coopérer et hybrider pour transformer l’action publique). To bring these to life, the SFE introduced the **first-of-its-kind Evaluation and Design Village**—a dynamic space dedicated to exploring the intersection of these two fields. Held throughout Friday afternoon, this innovative format encouraged cross-disciplinary collaboration, showcased the potential of integrating evaluation and design, and gave participants hands-on experience with new approaches to public action. The Village embodied the SFE’s core values: **openness, pluralism, and the power of collective intelligence.**

To respond to a growing demand for training from evaluation practitioners, **the SFE further organised a day of professional development workshops** on the eve of the French Evaluation Days (29 October 2025). 122 people, representing about a quarter of the JFE participants, took part in these workshops to develop their skills in public policy evaluation, particularly in relation to transition policies.



A LOYAL AND EVOLVING EVALUATION COMMUNITY

466 people attended the 2025 edition of the JFE, presenting the following characteristics:

- A majority of **women** (286, or 61%)
- A wide variety of profiles: consultants, researchers, local authority staff, civil servants, students, etc.
- A very large majority of participants came from the **Île-de-France region** (179, or 32%) and **Brittany** (113, or 24%). However, all 12 metropolitan regions (excluding Corsica) were well represented. Among the overseas territories, only Mayotte was represented.
- For two-thirds of participants, this was their **first time attending the French Evaluation Days**: this result reflects both a significant renewal of the evaluator workforce and the growing appeal of these JFE events to the wider public sector professions, extending beyond the 'core group' of evaluators (professions in design, foresight, territorial analysis, etc.)
- **4 out of 10 are members of the SFE**
- 79 of them (17%) consider themselves to be **emerging evaluators**.¹

When asked about their experience of the JFE, participants expressed a very positive view on various aspects. Firstly, the organisation of the JFE was generally very well received, with

8 out of 10 participants being very satisfied with the welcoming they received. Regarding the programme, participants highlighted the diversity of the sessions (67% very satisfied), the overall theme (61% very satisfied) and the quality of the sessions (55% very satisfied). The average overall satisfaction rating, on a scale of 1 (very dissatisfied) to 5 (very satisfied), is very high (4.25 out of 5).

Finally, **the JFE had a significant impact on participants**, particularly in terms of:

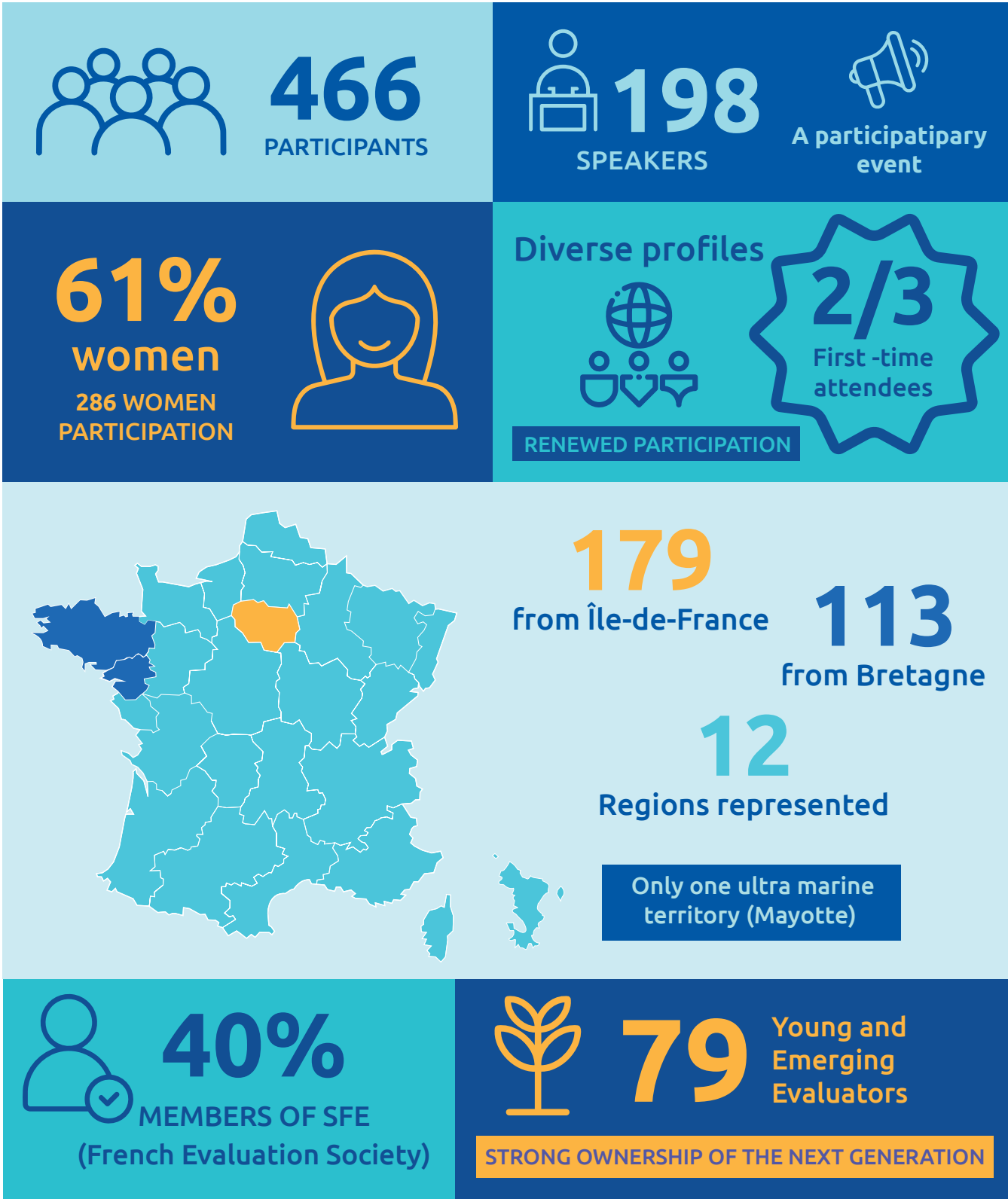
- **Understanding and knowledge:** A very large majority gained a better understanding of public action in transition(s) (**83%**) and a better understanding of the role of evaluation (**84%**).
- **Networking and skills:** The JFE events contributed greatly to networking (**81%**) and to improving knowledge of evaluation professions and skills (**81%**).
- **Sense of belonging and tools:** The event strengthened the sense of belonging to the community (**83%**) and enabled respondents to feel better equipped and competent (**75%**).



1. According to the definition of the SFE Network of Young Emerging Evaluators (JEE), based on the criteria of the global EvalYouth network: evaluators under the age of 35; OR evaluators with less than 5 years' experience;

OR graduates wishing to join the evaluation profession; OR individuals aged 10 to 24 whose future will be impacted by the policy implications of evaluations.

JFE 2025:
An expanding and renewed community

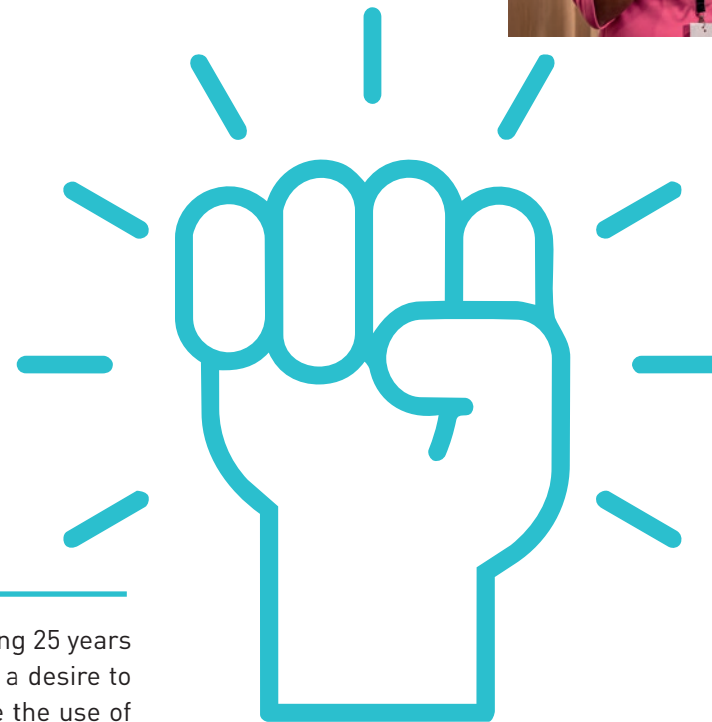


The SFE: 25 Years of Voluntary Engagement for the Evaluation Community

AN INTELLECTUAL AND ACTIVIST LEGACY FOR CONTEMPORARY EVALUATION

Founded in 1999, the French Evaluation Society (SFE) is celebrating 25 years dedicated to the development of evaluation in France. Born from a desire to structure a common evaluative culture, its mission is to promote the use of evaluation within public and private organizations—particularly in the field of public policy—while championing a non-profit, non-partisan approach open to debate, knowledge capitalization, and training. Its **Evaluation Charter**, adopted in 2006, has established the SFE as a vital benchmark for practitioners, researchers, consultants, and public officials.

At the 2025 JFE, a tribute was paid to co-founder Maurice Baslé, recognizing his major contribution to the institutionalization of public policy evaluation in France. This tribute served to bridge the intellectual history of the field with its contemporary transformations during a moment of intergenerational knowledge transfer.



AN ASSOCIATION POWERED BY VOLUNTEERS AND PARTNERSHIPS

The SFE's strength lies in its collective organization, driven by a network of volunteers and structured around regional hubs, thematic working groups, and a committed Board of Directors. This synergy between local roots and national governance makes the SFE a pivotal institution.

Today, the SFE offers a robust agenda of training, publications, and colloquia, often in collaboration with external partners, to foster professionalization and improve public action. Through these partnerships and multiple initiatives, the SFE affirms its role as a space for dialogue, professionalisation and knowledge dissemination in support of the improvement of public action.



Transitions: a challenge and a new framework for public action

The JFE 2025 sought to better define the concept of transitions. The first theme of the conference – “public action in the face of transitions” – thus aimed to define, discuss and document what public action “in transition(s)” is, or could be.

The scope chosen for this theme was deliberately broad: the aim was to share the current state of play regarding transition policies, and in particular (1) **transitions across the environmental spectrum** (ecology – climate, biodiversity, resources – energy, agriculture, mobility...) as well as (2) **transitions relating to socio-economic issues** (demography, digitalisation, democratic life, health and risks, professions and employment...); incorporating the cross-sectoral nature of this concept.

The combined perspectives of elected representatives, public officials, researchers and practitioners proved useful in **clarifying what is meant by transitions (definition, challenges, objectives, implementation, utility)** and enabled the production of a detailed framework for analysing the identified challenges.

TOWARDS A STABLE DEFINITION OF TRANSITION INITIATIVES AND POLICIES

Speakers at the JFE first highlighted **the difficulty of evaluating undefined subjects**, noting that transition initiatives are often ‘unstable and evolving’,² complex, fragile and/or highly political.³

The challenge of evaluating transitions therefore lies in formalising definitions that are both precise and non-restrictive with regard to initiatives, actions and projects that may vary.

A ‘core definition’ of transitions was proposed during the JFE: that of a ‘shift towards the “best” possible system, but [one] that is difficult and [whose] outcome is uncertain’ – transition being, in this case, ‘the process by which we aim to move from the current system to the new one, without certainty as to the outcome’. ‘Transition initiatives’ aim to ‘initiate, nurture, facilitate, preserve or sustain this process of change.’⁴

Further embedding the concept within public policy, the SFE’s ‘Evaluation of Ecological Transition Policies’ Working Group



makes a complementary contribution by **proposing a definition of transition policies** as ‘the set of strategies, measures and actions implemented by governments, institutions or organisations to **support and structure a profound shift from one system to another, often with a view to sustainability and adaptation to contemporary challenges**’.⁵ Evaluating ecological transition policies therefore means evaluating policies that contribute directly and indirectly to the ecological transition.

2. **Local authorities and their staff facing the ecological emergency: towards an evaluative and forward-looking approach to the transition** Henri Jacot (French Society for Foresight), Frédéric Miclo (CNFPT), Benoît Simon and Théophile Courtier (Planète Publique) – Session 10

3. **Understanding the transition to assess it more effectively** Thomas Delahais (Quadrant Conseil) – Session 1

4. **Understanding the transition to better evaluate it** Thomas Delahais (Quadrant Conseil) – Session 1

5. The SFE’s ‘Evaluation of the Ecological Transition’ working group, coordinated by Isabelle Sannié (ADEME), aims to clarify the methods for evaluating these cross-cutting public policies and their impacts, whilst sharing best practices. It comprises around thirty people from a variety of organisations and is organised into four sub-groups: Definition of ecological transition policies (WP1), Mapping of evaluation methods (WP2), Feedback on experiences (WP3), Data quality and access (WP4).

6. Presentation by Michel-François Delannoy (Caisse des Dépôts Group) during the 3rd round table.

The discussions that took place at the JFE nevertheless showed that **there is debate over the terminology**: whilst many stakeholders refer to the term ‘transition’, Michel-François Delannoy (Caisse des Dépôts) pointed out that the main challenge was **to work towards “driving imperative transformations”**⁶ – ecological (mitigation and adaptation, coastlines, mountains), demographic (ageing, migration) and democratic (new ways for citizens to engage with projects). Julian Perdrigeat (La Fabrique des Transitions) suggested focusing less on the terms (transition, bifurcation, transformation, metamorphosis) and instead agreeing on **moving away from a fossil-fuel-based, extractivist model towards one that values “what fosters life”**.⁷

FROM NATIONAL TO LOCAL: DIFFERENT TRANSITION POLICIES

Broadly speaking there are **two main types of transition policies: national planning and local transition initiatives**, with an estimated 150 local initiatives being currently rolled out in France⁹. ‘The operationalisation of the transition’ would thus involve a dual approach: on the one hand, **a refocusing at the highest level of government** on the development of ‘strategies’ for the ecological transition and their coordination through planning (top-down approach); on the other hand, with **the primacy of testing initiatives** and implementing innovative solutions at the local level (bottom-up approach).¹⁰

The **territorialisation of the transition** is a key issue: whilst it is heavily supported by instruments, such as spatial planning tools (PCAT, SCOT, PLUi), surveys presented at the JFE reveal a **disconnect between the converging strategic intentions of stakeholders and the varied implementation** across regions¹¹.

Large-scale transition initiatives carried out at local level were presented at the JFE, illustrating the wealth of political interpretations of the concept:

- **Green public policy initiatives** to integrate climate and biodiversity issues into the design and implementation of public policy. In the Grand Est region, support schemes now include new ‘green’ criteria (impact measures, subsidies, etc.).¹²

Beyond semantic, participants at the JFE highlighted **tensions in the translation of transitions, such as the sometimes-difficult balance to strike between mitigation and adaptation policies**. Marie Ducamin, Mayor of Saint-Jacques-de-la-Lande and Vice-President of Rennes Métropole, thus pointed that public policies today place a very strong emphasis on adaptation (housing that can withstand heatwaves, etc.), at the risk of “acting as if we had already lost the battle”⁸ for mitigation.

This approach is difficult to assess overall as it involves ‘tailor-made’ work within each department. Despite strong political will, its effectiveness is hampered by a constrained implementation timetable (elections, political deadlines).

- **The link between structural ‘tipping points’** (cycling infrastructure, a massive reduction in the role of the car, public water management, etc.) **and support for changes in lifestyles** (through awareness-raising, financial assistance and exemptions for the most vulnerable) was a major focus of work for Lyon Métropole during the previous term of office (2020–2026).¹³

- **Drawing on the sociology of public action**, the speakers were also able to emphasise how **the transition is partly shaped through ‘socio-technical tools’ such as transition scenarios** – Transition(s) 2050 (ADEME, 2022), Energy Future 2050 (RTE, 2022), or the negaWatt scenario.¹⁴

Finally, the rise of transitions alongside **the emergence of new, more ‘systemic’ public policy instruments**, such as eco-conditionality clauses, represent a major trend.

7. Presentation by Julian Perdrigeat (La Fabrique des Transitions) during the 3rd round table.

8. Presentation by Marie Ducamin (City of Saint-Jacques-de-la-Lande, Rennes Métropole) during the 3rd round table.

9. **Under what conditions can the evaluation of public policies be useful to regions in transition?** Benoît Simon (Planète Publique) – Session 1

10. **Making the transition from the ‘State in action’: contributions from the sociology of public action** Matthieu Sarnin (Quadrant Conseil and Centre for European Studies and Comparative Politics (CEE)) – Session 1

11. **Between expressed vulnerabilities and performative institutional narratives: what are the challenges for evaluating transitions?** (Maxime Pailler, Sciences Po Rennes) – Session 12

12. **Integrating environmental issues into the design of regional public policies – feedback from the Grand-Est Region** Bruno Roudier (EDATER), Anne-Sophie Gavriloff (Grand-Est Region)

13. **How to (and how not to) evaluate the transition at the level of a metropolitan area?** Corinne Hooge (Lyon Metropolitan Area) and Marc Tevini (Quadrant Conseil) – Session 2

14. **Making the transition from ‘the State in action’: contributions from the sociology of public action** Matthieu Sarnin (Quadrant Conseil and CEE) – Session 1

The Barometer

« Focus on transitions »

UNDERSTANDING EVALUATION DYNAMICS: the SFE Observatory and Barometer, two essential tools

The latest Evaluation Barometer, presented during the 2025 JFE, tracks the evolution of evaluative work in France **based on 4,089 references from the SFE Observatory spanning 2007–2023.**

The Barometer points to a recent slowdown in evaluation work over the 2020–2023 period as well as to the central role of the State as the leading commissioning body over the period. The Regions are also in some cases, particularly proactive and since 2018, local authorities have had an increasingly important role, especially inter-municipal bodies. **Evaluations are being less outsourced, even though 65% of them are still led by external providers, with significant variations depending on the commissioners' profiles.** Evaluations mostly focus on a few major themes — health/social welfare, economic development, employment and labour — which together account for nearly 80% of the work identified.



SPECIFIC FOCUS on transitions and urban policy

A specific analysis conducted on environment and sustainable development, employment/vocational training, and decentralised cooperation, shows that, a significant proportion of evaluations are related to “transitions” understood as structural transformation, long-term and gradual change, systemic and multi-stakeholder approaches, resilience/adaptation, and innovation/learning. Yet very few evaluations explicitly refer to transitions in their title or wording. **This is clearly apparent for the environment, where nearly one hundred evaluations out of just over two hundred relate to these issues.** It is also true for employment/training and decentralised cooperation, where artificial intelligence analysis reveals a volume of transition-related evaluations well above what explicit references alone would suggest.

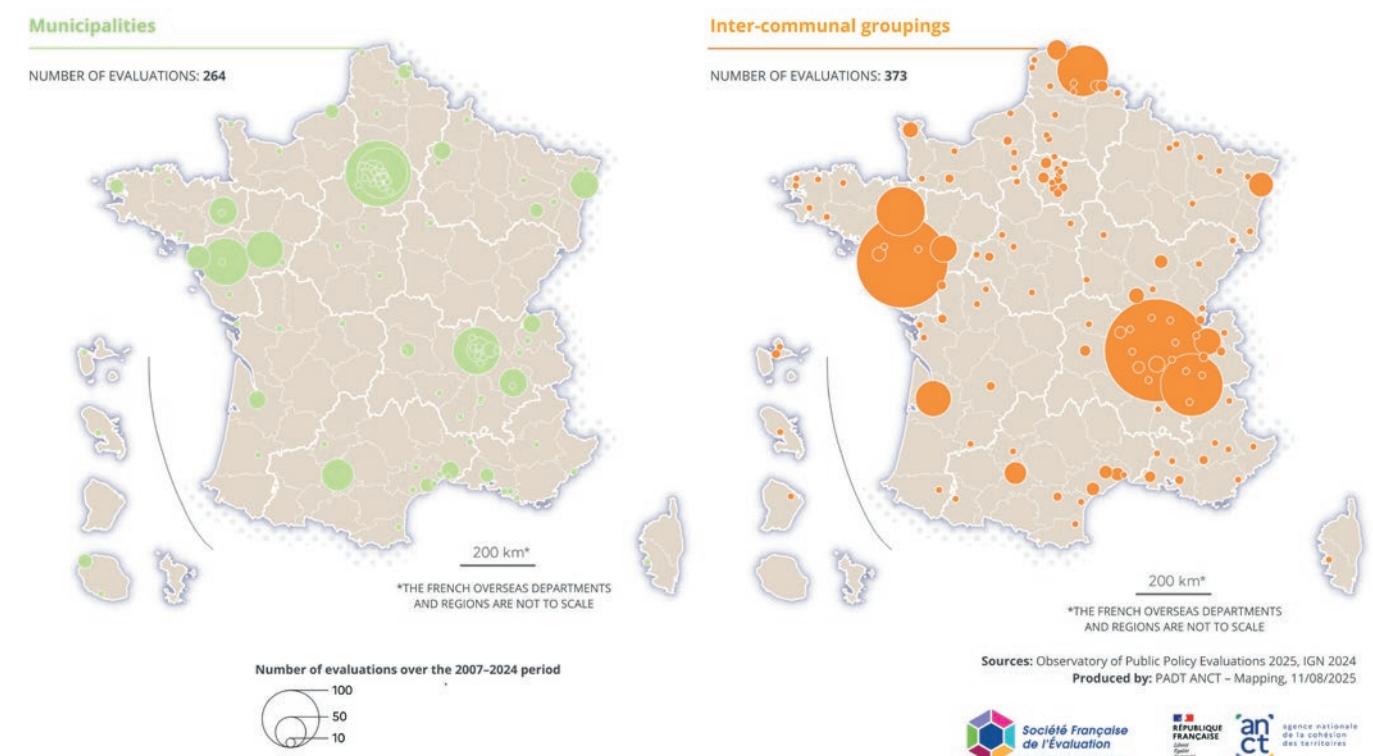
Additionally, a study on City Contracts (Contrats de ville), conducted by the ANCT, highlighted a new generation of 333 contracts (2024–2030). **While 87% mention evaluation, only 45% had a detailed evaluative framework at the time of the survey.**

Pratiques évaluatives des communes et EPCI entre 2007 et 2023



RESSOURCES

The [slideshow](#) is here
The [Barometer](#) is here.





A PARADIGM SHIFT CALLING FOR NEW FRAMEWORKS OF THOUGHT

Speakers highlighted the epistemological challenges associated with the “*shift from the concept of sustainable development to that of transition*”,¹⁵ including in particular the need for creativity, imagination, and more interconnected ways of life, recognising the planet’s biological limits. **Transition, particularly in its ‘ecological’ sense, would then represent a shift towards a new economic and social model** that provides a comprehensive and sustainable solution to the major environmental challenges of our century and the threats facing our planet.¹⁶

By its very nature, transition is **cross-cutting** and ‘permeates’ a wide range of public policies (mobility, agriculture, spatial planning, housing, energy, health, employment, the economy, etc.), which makes it difficult to grasp. The challenges are real: the transition thus requires **interdisciplinary approaches** and **structural public funding** to tackle complex, multi-scale problems, whilst local awareness of the climate emergency remains fragile.¹⁷

Speakers then raised the **possibility of a new framework for public action centred on the ecological transition**, accompanied by a set of objectives to formulate public policy and define the choice of instruments necessary to drive the transition.¹⁸

The socio-technical tools—such as the transition scenarios discussed earlier—**generate deliberate tension**, serving a fundamentally political purpose. It **fosters dialogue between different visions that critique a transition paradigm** which would be ‘domesticated’ by dominant actors to make it compatible with maintaining an **‘ecological modernisation trajectory’** combining decarbonisation, green growth and technological promise.¹⁹ More radical actors are calling for a more social dimension to the concept, centred on a **‘fair transition’** approach that **highlights ecological and social inequalities**. Antoine Durand (Climate Action Network) has thus demonstrated how assessment must help to construct pathways where decarbonisation and the preservation/relocation of jobs go hand in hand, by objectively evaluating the co-benefits (employment, health, rural development) and the conditions for feasibility.²⁰

ALTERNATIVE TOOLS AND APPROACHES TO ADDRESS TRANSITIONS FULLY AND ‘FAIRLY’

The various presentations at the JFE highlighted relevant approaches to better understand this “public action in transitions”.

Shifting the focus away from quantified results towards **assessing the strengthening of institutions’ capacity to act, the value created for the region**, or the gradual acceptance of transformations thus reveals the richness of the implications of transition policies. Conversely, in the face of public policies that still operate largely in silos, speakers called for “bold decentralisation” and **new regional narratives that link the economy, the environment, culture and regional solidarity**.²¹

The study of **the implementation of public transition policies**²² also provides useful insights, such as the comparison of two instruments: the Territorial Climate-Air- -Energy Plans (PCAET – taking a regulatory approach) and the Contracts for the Success of the Ecological Transition (CRTE – taking a contractual approach). Whilst the PCAETs do not really succeed in making climate and the ecological transition a local political issue, failing to transform local climate policies, the CRTEs demonstrate, for some contributors, that **the main challenge lies more in the contractual arrangements between the State and the regions than in the perceptions of ecological issues**.



New challenges are thus emerging, centring on the link between the ecological transition and social inequalities (who are the ‘losers’ of the ecological transition?) on the one hand, and the testing of transition initiatives led by civil society (with, or without state actors?)²³ on the other.

Finally, it appears essential **to renew the cognitive approaches to public policy analysis**.²⁴ During the JFE, an approach to evaluating public action in transition examined how **performative and standardised narratives can incorporate the vulnerabilities, emotions and uncertainties** expressed by local actors who are stakeholders in the process.²⁵

COHERENCE: A NEW KEY OBJECTIVE FOR PUBLIC ACTION IN TRANSITION(S)?

The research carried out has shown the extent to which **coherence is a major challenge to the success of transition policies – especially investment and/or recovery policies**. The evaluation of the France 2030 plan thus highlights the complexity of public action aimed at decarbonisation, which must strive for both internal coherence (several public policy objectives coexisting within France 2030 – economic development, industrialisation, decarbonisation) and **external coherence** (acting ‘beyond’ the France 2030 Plan).

This involves **seeking synergies** by grouping evaluations according to major impact areas, establishing collaborations with specialist stakeholders (collaboration with the General Secretariat for Ecological Planning (SGPE) to consider how major public policy issues interrelate), whilst acknowledging the difficulty of working solely within the scope of France 2030 when assessing the relevance of public support for Research, Experimental Development and Innovation in a specific sector.²⁶

The evaluation of the Walloon Recovery Plan in Belgium offers a complementary perspective on how participatory evaluation methods, grounded in the framework of the Sustainable Development Goals (SDGs), can help **overcome political and institutional silos** – the pursuit of greater coherence in public policies being a prerequisite for progress on the various SDGs.²⁷



15. *Under what conditions can the evaluation of public policies be useful to regions in transition?* Benoît Simon (Planète Publique); *Making the transition from 'the State in action': the contributions of the sociology of public action* Matthieu Sarnin (Quadrant Conseil and CEE) – Session 1

16. Definition proposed by Oxfam France, available here.

17. *Between expressed vulnerabilities and performative institutional narratives: what are the challenges for evaluating transitions?* Maxime Pailler, Sciences Po Rennes – Session 12

18. *Making the transition from the 'State in Action': the contributions of the sociology of public action* Matthieu Sarnin (Quadrant Conseil and CEE) – Session 1

19. *Making the transition from the 'State in action': the contributions of the sociology of public action* Matthieu Sarnin (Quadrant Conseil and CEE) – Session 1

20. Presentation by Antoine Durand (Climate Action Network) during the 1st round table.

21. Presentation by Thierry Burlot (Loire-Bretagne Water Agency) during the 1st round table.

22. “The instrumentation of public action” refers to the set of choices and uses of concrete tools (regulation, taxation, contracts, indicators, digital systems, etc.) that enable government action to be realised and operationalised, whilst simultaneously structuring specific relationships between those in power and those governed. It therefore refers to the idea that these instruments are never neutral: they embody values, a certain conception of the state–society relationship and a particular mode of regulation. Pierre Lascoumes, Patrick Le Galès (eds.), *Gouverner par les instruments*, Paris, Presses de Sciences Po, 2004.

23. *Making the transition from 'the State in action': contributions from the sociology of public action* Matthieu Sarnin (Quadrant Conseil and CEE) – Session 1

24. The analysis of public policy through cognitive approaches refers to a way of studying public action that focuses on the ideas, representations, beliefs and knowledge that shape how actors define problems and devise solutions, rather than starting solely from their material interests or strategies. In other words, a public policy is viewed as a ‘framework for interpreting the world’ within which actors produce meaning, share beliefs and adjust their behaviour. Yves Surel, ‘European integration viewed through the cognitive and normative approach to public policy’, *Revue française de science politique*, vol. 50, no. 2, 2000

25. *Between expressed vulnerabilities and performative institutional narratives: what are the challenges for evaluating transitions?* Maxime Pailler, Sciences Po Rennes – Session 12

26. *France 2030 and the Ecological Transition: an evaluation programme designed to address institutional and methodological challenges* Marie-Laure Naulleau and Nawel Sauvé (ADEME) – Session 2

27. *Evaluating the 'Recovery Plan' using a participatory approach grounded in the SDGs: feedback from Wallonia* Virginie Louis (Walloon Institute for Evaluation, Foresight and Statistics) – Session 2

A necessary renewal of frameworks and practices across the entire evaluation value chain

Having laid the theoretical foundations for public action 'in transition', the JFE 2025 naturally examined the implications of ongoing developments for evaluation practice and stakeholders: to what extent are the subjects and uses of evaluation influenced by transitions? How can evaluation approaches grasp the complexity and uncertainty inherent in transition policies?

Several aspects of the relationship between evaluation and transitions were examined: evaluation in the context of the ecological transition, evaluation and democratic transition, evaluation and the digital transition, and evaluation in the context of territorial transitions. More systemic considerations were also addressed in order to analyse in detail the interactions between evaluation, public policy and transitions.

The discussions highlighted the challenges faced by the evaluation of transition policies and initiatives at various levels

A DIFFICULT POLITICAL AND ADMINISTRATIVE CONTEXT WEIGHING HEAVILY ON EVALUATION

Speakers pointed out that whilst evaluation is a pillar of environmental democracy, it suffers from a design flaw: it **is often conceived too late and is exploited for political ends**. During the first round table, Marie-Hélène Meyling (CESE) explained that **many environmental policies are launched in such a way that makes rigorous evaluation unfeasible** (e.g. no starting point or indicators) – with the notable exception of major national programmes such as the PIA, France Relance or France 2030, which are equipped with precise indicators and substantial budgets dedicated to evaluation. Furthermore, whilst **political demands for evaluation appear increasingly specific**, they often remain narrow, centred on a quantitative elements and efficiency analysis with a limited scope of impacts analysed.²⁸

Nevertheless, some regions **used evaluation in support of their transition efforts, as a tool to facilitate change** and, ultimately, the success of projects.²⁹ From 2020 onwards, the Greater Lyon executive sought to create a transition 'shock' towards social justice.

To do so, they rapidly implemented large-scale projects and conducted experiments. This "pragmatic approach" led to a **wide variety of evaluation exercises** (evaluation of new services at different stages, multi-year monitoring/evaluation of multi-thematic programmes, etc.). The approach relied heavily on partnership-based mobilisation – essential to transition policies – and provided a fresh perspective to elected representatives, departments and partners (theory of change, user-centred focus, etc.).

In fine, the **role of evaluation as a form of expertise is questioned**. Evaluation is increasingly expected to serve as a form of change support. Evaluation must therefore find its place within an ecological transition movement characterised by a proliferation of socio-technical exercises (scenario development, macroeconomic modelling, environmental assessment, etc.).

THE 'SYSTEMIC' APPROACH: THE NEW EVALUATION MANTRA IN FRANCE?

Evaluation's role is changing, as the search for **systemic impacts** is now a major focus in evaluation practice. The presentations and debates during the JFE discussed the new forms of effectiveness measurement: the concepts of the 'snowball effect', the focus on how a programme can contribute to 'mobilising' individuals, reflections on the conditions for transferability, and even how to assess the irreversibility of changes.³⁰

The **systemic complexity** inherent in these policies thus poses a major challenge for evaluation:³¹ transition policies affect entire systems (energy, mobility, food, etc.) where **causalities are multiple and interdependent**. The **effects are often indirect, delayed or diffuse**, which makes impact measurement complex: traditional approaches, and in particular 'linear' logical frameworks (inputs > outputs > impacts), struggle to account for this variety of effects. Contribution analysis can therefore focus on the processes of formulating, adopting and initially implementing climate policies, rather than on final outcomes that are too multifactorial.³² Dealing with complexity therefore involves adapting methods to cross-cutting and evolving policies, combining uncertainty and interdependence.³³

For some contributors, the **problem is thus primarily methodological, as demonstrating** causal links in systemic phenomena (air quality, climate, biodiversity) is difficult; and whilst we know the 'direction' the transition aims to take, we do not know precisely the 'landing point'.³⁴ Among the many case studies mentioned, we can cite the example of the evaluation of the Action Cœur de Ville programme, whose assessment—initially centred on traditional quantitative indicators (demographics, taxation, employment, etc.) failed to capture the complexity of differentiated territorial dynamics and necessitated the introduction of more qualitative questions regarding trajectories (how does one evaluate a territory's decision to protect or expand natural spaces?).³⁵

THE AIMS OF THE EVALUATION: MEASURING, UNDERSTANDING AND EXPLAINING CHANGE

The **focus of evaluation is therefore bound to evolve**: as the transition aims to reshape the behaviour of significant sections of the population, **understanding changes** in the behaviour of individuals and social groups becomes a key issue. Assessing the transition requires an **understanding of its long-term nature** and, in retrospect, the inclusion of **breaking points**, inflection points, and 'ratchet effects'.³⁶ Change must be analysed through the lens of various plausible outcomes: a transformation of the system, its status quo, or conversely, a reinforcement of the previous system.³⁷

Whilst the **success of transition initiatives depends on increased cooperation** between actors (promoting 'winning together' rather than competition, 'putting conflicts to work', institutionalising spaces for horizontal and vertical deliberation),³⁸ evaluation can also help **document aspects that are rarely assessed**: trust between stakeholders, the quality of cooperation, the capacity to take risks, or even institutional adjustments. Whilst cities such as Grenoble have successfully experimented with alternative indicators to put this proposal into practice, it remains a challenge for regions with fewer engineering resources; and discussions at the JFE also called for evaluations that go 'beyond indicators'.³⁹



28. *Evaluation as a tool for objectifying public policy trade-offs: the case of the "Heat Fund" led by ADEME* Isabelle Sannié (ADEME), Hugo Thenint (EDATER), Catherine Galano (Frontier Economics) – Session 5

29. *How to (and how not to) evaluate the transition at the level of a metropolitan area?* Corinne Hooge (Lyon Metropolitan Area) and Marc Tevini (Quadrant Conseil) – Session 2

30. *Under what conditions can the evaluation of public policies be useful to regions in transition?* Benoît Simon (Planète Publique) – Session 1

31. The SFE's 'Evaluation of Ecological Transition Policies' working group has been fully engaged with this topic for several years.

32. *Assessing climate transitions through contribution analysis: the case of AFD climate policy loans in Colombia* Gaëtan Coatanroch (Technopolis) – Session 4

33. *Teaching public policy evaluation in the era of transitions* Nicolas Subileau (Sciences Po Lyon) – Session 11

34. Presentation by Laurence Quinault (Rennes Métropole) during the 1st round table.

35. Presentation by Michel-François Delannoy (Caisse des Dépôts Group) during the 3rd round table.

36. *Understanding the transition to evaluate it more effectively* Thomas Delahais (Quadrant Conseil) – Session 1

37. *Understanding the transition to better assess it* Thomas Delahais (Quadrant Conseil) – Session 1

38. Presentation by Julian Perdrigeat (La Fabrique des Transitions) during the third round table.

39. Presentations during the 1st round table.



TOWARDS A NEW HIERARCHY OF CRITERIA AND VALUES

The **hierarchy of criteria for judging value is being shaken up: coherence analysis is being repositioned in a much more central role** (integration of issues, interaction between actors and between levels), requiring a **reconsideration of the place of efficiency** as the hitherto predominant criterion in evaluations. The evaluation work carried out by the Fonds Chaleur shows that efficiency analysis is a particularly powerful tool, highly valued by decision-makers, but one that has certain pitfalls⁴⁰ – particularly when the criterion is applied to transition policies, for which it is important to verify the incentive/trigger effect of the scheme, as well as its longer-term effects (decarbonisation, knock-on effects or barriers, etc.).

Several presentations at the JFE highlighted the need to **systematically link the various evaluation criteria: focusing on impact alone is not enough**; it must be placed within a realistic chain of causality and contribution. The transition would also require evaluators to **focus on the process rather than the outcome**: as a process with an uncertain outcome, it necessitates a focus on the strategy and the means to bring about, expand or consolidate change. The question is therefore no longer so much ‘*what should be done*’ as ‘*how it is done*’. In this context, evaluation must take into account both (a) the multiplicity of transitions underway and of the systems involved, and (b) the multi-stakeholder and multi-level nature of the processes. This involves identifying the structural and underlying forces, which may be ‘*opposing, competing or orthogonal*’.⁴³

The example of **the evaluation of the effects of co-decision-making in the citizen participation mechanisms** of Greater Poitiers presented at the JFE is illuminating.⁴⁴ The evaluation’s objective was to focus on analysing the co-decision-making processes and their effects on stakeholders, rather than on the outcomes in terms of public policy action. The main objective focus on the identification of the co-decision-making mechanisms best capable of transforming

the engagement trajectories of residents furthest removed from the public sphere. On the other hand, the experience shared by the Greater Lyon provided **insights into how to assess the success of a territorialised public action ‘in transition’**, through three main criteria: i) citizens’ understanding of the issues at stake; ii) the gradual acceptance of change (the ability to engage the most vulnerable groups) and iii) increased democratic accountability (citizens holding politics accountable on the effectiveness of the measures taken).⁴⁵

The adaptability and scalability – or even differentiation – of evaluation criteria is also an avenue for further work raised during the JFE, with the example of the territory of Mayotte, whose context changes very frequently across various dimensions (economic, social, environmental) and whose situation can be upended by climatic events. Whilst these territories are, more than others, shaped by risk and uncertainty, the evaluation criteria for public programmes and policies must be able to change very quickly – something not permitted by the criteria linked to European funds.⁴⁶

More generally, the debates held during **the JFE highlighted the profound need for an organised and collective discussion on what constitutes the ‘values of evaluation’**. Indeed, how can we define what constitutes a ‘*better system*’? As evaluation is meant to ‘*articulate value*’, it is necessarily normative, which creates tension between values.⁴⁷ **The contribution of evaluation is therefore to explicitly incorporate the discussion on values** – the evaluation process enabling stakeholders to engage in dialogue, deliberate and thus reach a collective and shared understanding of transition initiatives.

Indicators were also the subject of intense discussion, particularly regarding their status and usefulness: speakers emphasised the need to **share not only the definition of indicators, but also their interpretation** (the idea of a ‘*shared causal narrative*’).⁴⁸

THE PERFECTIBILITY OF DATA

Data quality is a major challenge when assessing transitions: environmental, social and economic data are produced by different stakeholders, using a variety of timeframes and methods. Some key data (environmental footprint, behaviour, biodiversity) are **incomplete or difficult to compare**, and evaluators **lack ‘integrated’ indicators** to measure policy coherence (e.g. the links between climate, employment and health).

The presentations given during the JFE highlighted **examples of useful and varied tools for collecting and analysing data in the context of transitions**:

- Rennes Métropole tested a *Transition Perception Barometer* aimed at gaining a better understanding of public issues to inform public policy design.⁴⁹ **Observational tools proved useful for complementing certain evaluations** by providing additional data sources. Conversely, evaluations can enrich certain observations and challenge other observational data.

- Le Grand Annecy, ADEME and Quadrant Conseil developed **an evaluation framework for initiatives aimed at shifting individuals’ behaviour** towards greater consideration of transitions (evaluation of the impacts of the Support Mechanisms for Behavioural Change among Individuals in Favour of the Ecological Transition – DACC).⁵⁰ A method combining (a) a review of the available evaluation literature, (b) the application of behavioural sciences, and (c) case studies, has provided answers to key evaluation criteria: how relevant are DACC schemes in contributing to a transition strategy? What are their effects on behavioural changes, and how sustainable are the changes brought about? On this point, participants at the JFE workshop highlighted the value of the evaluation in examining the transition from intention to actual behavioural change.

- The OFB, CDC Biodiversité and the Techniques, Territories and Societies Laboratory (LATTs) discussed the relevance and success **of tools designed to ‘measure the immeasurable’ in relation to biodiversity issues** (Atlas of Municipal Biodiversity, Biodiversity Footprint, Urban Ecopotentiality Index).⁵¹

Such tools are designed to facilitate the global steering of biodiversity policies, to model impacts on biodiversity, to socialise the issue and also **to define an overall trajectory for the state of biodiversity** and enable public and private stakeholders to position themselves in relation to it.

- The Greater Poitiers area has used the **typology tool to better understand the expected effects of residents’ participation** within the framework of a co-decision-making mechanism. By focusing, first and foremost, on the criterion of effects on participants, the work of constructing the typology made it possible to identify trends within the qualitative data set in order to **describe participants’ trajectories and the different levels of observed effects**.

- The French Development Agency (AFD) and Quadrant Conseil have developed a **learning-based monitoring and evaluation approach applied to the Agency’s research projects**, in order to answer the following question: how can research concretely inform and guide public action? This approach made it possible to **identify the ‘project outcome pathways’**, define the expectations of public policy dialogue, and ultimately clarify the AFD’s positioning. The operational added value of this approach lies in broadly engaging stakeholders in steering project by emphasising its iterative nature (‘*as we go along*’), whilst capitalising on cross-cutting questions.⁵² Finally, the work carried out by Hajar El-Aoufir (Téritéo) on anti-wind farm protests invites us to move beyond the simple question of data and focus instead on that of arguments. The aim is to **take into account the ‘emotional drivers’ of how transition policies are received, distinguishing between ‘objective arguments’ and ‘emotional arguments’**: faced with the paradox of massive public support for wind energy alongside an equally significant number of appeals to the administrative court challenging issued wind farm permits. It is key to engage in participatory work with citizens on these transition policies to ensure they are effective. The diversity of qualitative methods and tools is essential here to incorporate the expectations, concerns and hopes of local residents and to define acceptable ways of carrying out the ecological transition.⁵³

40. **Evaluation as a tool for objectively assessing public policy trade-offs: the case of the ‘Fonds Chaleur’ led by ADEME** Isabelle Sanné (ADEME), Hugo henint (EDATER), Catherine Galano (Frontier Economics) – Session 5
41. **Evaluating solidarity schemes: methodological challenges and feedback from the field** Marie Walser (Laboratoire des Communs Alimentaires), Clément Lacouette-Fougère (Chair in Health, Sciences Po Paris), Auriane Lamy (UNESCO Chair in World Food Systems) – Session 9
42. **Understanding the transition to better evaluate it** Thomas Delahais (Quadrant Conseil) – Session 1
43. **Understanding the transition to better evaluate it** Thomas Delahais (Quadrant Conseil) – Session 1
44. **The effects of co-decision-making in citizen participation schemes: what tools and methods?** Benedict Lexton (Grand Poitiers) – Session 11

45. Presentation by Corinne Hooge (Greater Lyon Metropolitan Area) during the 3rd round table.
46. **The costs of public action in transition, from the perspective of European Fund evaluation** Antonin Thyrard (University of Paris-Nord), Marie Sergent (ANCT), Laurent Caillaud (Nouvelle-Aquitaine Region), Ferdinand-Fils Lambert (Île-de-France Region), Naila Louison (Department of Mayotte), Marie Zapata (Brittany Region) – Session 5
47. **Understanding the transition to evaluate it more effectively** Thomas Delahais (Quadrant Conseil) – Session 1
48. **Evaluating solidarity schemes: methodological challenges and feedback from the field** Marie Walser (Laboratoire des Communs Alimentaires), Clément Lacouette-Fougère (Chair in Health, Sciences Po Paris), Auriane Lamy (UNESCO Chair in World Food Systems) – Session 9

49. **Barometers, perception surveys: multi-purpose tools to aid decision-making?** Gwenaél Bodo and André Crocq (Rennes Métropole), Karine Baudy (AUDIAR), Hélène Clot (Grenoble Alpes Métropole)
50. **Behavioural Change Support Mechanisms (DACC) in the ecological transition: what are the impacts and how can they be measured?** Géraldine Broquin (Grand Annecy), Sylvie Pineau and Anaïs Rocci (ADEME), Karine Sage (Quadrant Conseil) – Session 10
51. **The biodiversity footprint: a powerful tool for assessing environmental pressures** Joao Pereira Da Fonseca (CDC Biodiversité); **Measuring biodiversity to ensure living organisms are taken into account**

in development projects: green urban planning put to the test. **The example of the canton of Geneva** Zoé Grilhot – CNRS Lab Urba); A review of the ex-post evaluation of the effects of municipal biodiversity atlases in Brittany: methodology, challenges and strengthening of support methods Servane Bourgeault (OFB) – Session 8
52. **A monitoring and evaluation toolkit to strengthen dialogue strategies between research and public authorities** Agathe Devaux-Spatarakis (Quadrant Conseil) – Session 11
53. **Anti-wind turbine protests and the emotional drivers of the reception of transition policies** Hajar El-Aoufir (Teritéo) – Session 12



EVALUATION, AT THE HEART OF THE DEBATE ON EVIDENCE

More broadly, the **question of the status of evidence and how to improve its management** fuelled much of the discussion during the 1st JFE round table. Firstly, Marie-Hélène Meyling (EESC) pointed out that **evaluation can never ‘prove everything’** on subjects as complex as transitions, particularly because existing indicators are heavily focused on CO₂ and other dimensions (biodiversity, social impacts, health, justice) are more difficult to quantify and harmonise across regions.

It is therefore essential **to work towards harmonisation and consultation to ensure that assessments are comparable and reflect local realities** – a view echoed by Antoine Durand (Climate Action Network), who called for ‘*more and better evidence*’, provided that it is debated within shared governance bodies (CESE, CESER, participatory mechanisms) rather than confined to technocratic circles, **in order to bolster the desirability of the transition through robust analyses of co-benefits** in terms of health, jobs and regional dynamics. Going further, Laurence Quinaut (Rennes Métropole) offered a radical assessment, pointing out that whilst evaluation provides sufficient evidence, “providing evidence no longer seems sufficient”, thus highlighting a **broader crisis** regarding the **status of evidence, facts**, and, more generally, scientific expertise.

NEW FORMS OF OPENNESS FOR A LESS TECHNOCRATIC AND CENTRALISED ‘CULTURE OF EVALUATION’

One obstacle to the dissemination of public policy evaluations is that they take on an **overly technical or prescriptive character**: speakers at the JFE lament that the public debate on the transition remains confined to numerical indicators (tCO₂, renovation rates, etc.), whilst the social, behavioural and cultural dimensions of the transition remain undervalued. At the same time, **public participation** in evaluation processes **remains limited**, and there is little scope for debating the societal choices involved in the transition.

At the institutional level, speakers at the JFE **noted that governance of transition evaluation remains too compartmentalised. Evaluation mechanisms remain too often sector-specific and top-down.** A wide range of actors are called upon to play a role (government departments, local authorities, agencies, operators, external evaluators, civil society), yet **coordination is weak** between the different levels of action (European, national, local).

A key challenge is therefore to involve, from the outset, as many stakeholders as possible, by jointly defining what is being evaluated, how, and with what resources. The presentations at the JFE highlighted **examples of initiatives that enable these various stakeholders – including citizens – to be better involved**:

- ADEME demonstrated how **action research approaches, as well as the concept of a ‘demonstrator’**, enable consumers, employees, local authorities and businesses to be involved in concrete projects (responsible consumption, resource efficiency), with indicators of progress developed jointly.⁵⁴
- **Collaborative mixed evaluation**, tested by the Charente Departmental Council and the Greater Lyon Metropolis,⁵⁵ is a mechanism established within local authorities to meet the need for evaluation expressed by management. A broad awareness-raising campaign has been carried out among managers to encourage them to integrate evaluation into their daily work, starting from the project definition stage. The scheme relies on a partnership comprising an evaluation officer and an evaluation liaison within the operational department. The evaluation work is co-developed with a technical committee comprising beneficiaries and non-beneficiaries. Whilst this approach helps to strengthen internal skills, promote organisational learning and provide a better contextualisation of the evaluation, it raises questions regarding the independence and neutrality of the exercise, as well as a degree of ambiguity regarding evaluative responsibility.

54. Presentation by Jacqueline Roisil (ADEME Bretagne) during the 1st round table.

55. **Blended evaluation: an appropriate organisational approach to address the new challenges faced by public actors?** Maud Fourrier

(Charente Department), Carlos Hinojosa (OECD), Pauline Joly and Adrien Flichy (Quadrant Conseil) – Session 11

- A participatory research programme, presented by Sandro De Gasparo (Atémis), aims to **reshape the relationship between associations, funders and public institutions** by making evaluation a lever for cooperation rather than a tool of domination. To move beyond the current normative logic, it is useful to combine revelation (observing reality) and deliberation (jointly constructing value based on that reality).

Several presentations at the JFE emphasised **the need to rethink how citizens are involved in evaluation processes.** Whilst this issue has long been central to evaluation practice,⁵⁶ the massive and systemic nature of the transitions calls for new approaches to be explored. Several were presented at the JFE:

- Rennes Métropole set up a **regularly updated ‘Barometer’ of residents’ perceptions of the ecological transition**; this measures both the level of awareness, the ‘points of tension’, and what residents are or are not prepared to give up.
- An approach such as ‘outcome harvesting’, presented by Karine Sage (Quadrant Conseil), encourages a **grassroots approach to measuring the concrete changes experienced by individuals.** Evaluation frameworks can then help to structure discussions and bring new ideas to the fore.
- Hélène Clot (Grenoble Alpes Métropole) emphasised that the evaluation of urban projects can no longer be limited to technical or financial indicators: it must take into account what is ‘left to live on’ and the actual well-being of residents. Renovations, often presented as beneficial, sometimes improve comfort, but without necessarily increasing the resources available. An approach such as **IBEST proposes to assess well-being through eight dimensions** inspired by Amartya Sen’s theory of capabilities, with the aim of **linking residents’ lived experiences to public decisions**, by making the ‘invisible’ and their trajectories visible. Evaluation thus becomes a **tool for dialogue between citizens, researchers and elected representatives**, rather than a mere performance audit.⁵⁷

The concept of **fair assessment** presented by Raphaëlle Bisiaux (NIRAS) also offers an interesting avenue for rethinking the role of the assessor. Whilst evaluation is by nature ‘unequal’, as it is shaped by constraints, obligations and power dynamics, it is possible to strive for greater equity in the way evaluations are conducted. This raises fundamental questions: are evaluators prepared to relinquish their evaluative power?

Are donors prepared to relinquish their power in evaluation in favour of a more participatory approach? Would sharing evaluative power enhance the rigour and quality of evaluation? Field experiences have shown that equitable evaluation can be a highly useful and operational concept at the local level, but also in the field of international cooperation.⁵⁸

During the fourth JFE round table, participants discussed the possibility of **increasing demand for citizen evaluation.** Whilst some political and media figures have limited appetite for evaluation, civil society is said to be calling for it more. Clément Lacouette-Fougère (Sciences Po Paris) proposes shifting the focus from supply to demand: going beyond traditional participatory evaluation, he calls for “*stimulating public demand for evaluation*”, through mechanisms such as the Court of Auditors’ public platform, but also by supporting groups of evaluators or citizens who would take the initiative on important issues, without waiting for the institutional agenda.



56. The SFE’s work has examined the role of citizens in evaluation since the 2000s (see *The Citizen, the Elected Representative, the Expert: Towards a Pluralist Approach to Public Policy Evaluation: 7th French Evaluation Days, 2007*) and again in 2010 (SFE Notebook No. 9: *Participatory Evaluation: From Taking Public Opinion into Account to Empowering Citizens*, 2015). The JFE, which took place in 2022, proposed a focus area entitled ‘Evaluation and Democracy: Towards Citizen Evaluation’. More recently, in January 2026, the Economic, Social and Environmental Council (CESE) and the SFE co-organised a ‘Rendez-vous de l’Evaluation’ event on the theme ‘Evaluating participatory democracy and making evaluation a democratic tool’

57. *The ecological transition: what is its socio-economic value?* Julian Perdrigeat (La Fabrique des Transitions), Karine Sage (Quadrant Conseil), Sandro De Gasparo (Atémis), Hélène Clot (Grenoble Alpes Métropole) – Session 8

58. *Towards equitable evaluation: rethinking our approach and practices to integrate equity into our processes* Raphaëlle Bisiaux (NIRAS) – Session 12



RETHINKING THE COLLECTIVE RELATIONSHIP WITH EVALUATION: TOWARDS LEARNING ORGANISATIONS

The JFE demonstrated how **taking transitions into account forces organisations to rethink their relationship with evaluation**. At different levels and across various themes, three examples illustrate how organisations can ‘reinvent’ their role as evaluators – and their relationship with evaluation.

At a basic level, the evaluation of the National Park Charters presented at the JFE is an approach illustrating how **evaluation must be a tool for collective learning**, in a context of global transitions: both a tool for adaptation (highlighting the effects of climate change and identifying scope for adaptation to adjust action), **for supporting change** (establishing new, more open modes of governance), and **for anticipation** (observation, monitoring and scientific tracking, foresight and listening to the local area to capture major trends and weak signals). **Evaluation questions that situate the analysis within the long-term context of transitions** can thus be devised, as in the case of the evaluation of Port-Cros National Park, which asked: ‘To what extent have the adaptation to global change, implemented by the park and its partners, helped reduce the territory’s vulnerability and anticipate expected impacts?’⁵⁹

At a second, more structural level, the evolution of the World Bank’s approach to evaluation is worth studying: Estelle Raimondo explained how the institution has moved from the evaluation of infrastructure projects to **a role as a ‘knowledge bank’, whose core business has become the circulation of knowledge**, capacity building and the institutionalisation of policies. **The historically established evaluation system has been thoroughly overhauled, centred on three requirements:** moving away from being indicator-centric, evaluating over periods of at least 10 years, and working in clusters of activities using interdisciplinary methods (process tracing, comparative case studies, qualitative analyses).⁶⁰

The second round table focus on the issue of **knowledge circulation, and in particular ‘knowledge crystallised’ through evaluation** (reports, studies, summaries). Expertise France evaluation team shared **its work on ‘knowledge brokering’**: drawing on more than 150 final evaluations and 25 extended evaluations, it has **built an “organisational architecture of learning” with formats tailored** to different audiences (supervisory bodies, project leaders, technical and financial partners, internal teams). This involves “learning through practice”, such as:



- discussion sessions on thematic evaluations where project leaders, national programmes and external experts compare results, discuss progress, and generate new hypotheses;
- operational guides and practical factsheets that transform lessons learnt into concrete guidelines for the development of new projects.⁶¹

Finally, the evaluation process led by the National Centre for the Civil Service (CNFPT), supported by Planète Publique, and focusing on the integration of the ecological emergency into training provision for civil servants, also demonstrates how the organisation, faced with the complexity of transitions – and in particular the diversity of issues encountered (energy, food, mobility, attractiveness, etc.) – has had to renew its evaluative approach. The CNFPT’s new doctrine aims to **combine a retrospective (ex post) perspective with a forward-looking approach, in order to better anticipate the future skills needs of local authorities**. The discussions held during the JFE highlighted the conceptual benefits of such an approach, notably the ‘virtuous circle’ formed by the evaluation/prospective planning pairing,⁶² and in particular the techniques combining *forecasting* (anticipation) and *backcasting* (looking back from the future to the present).

Whilst such approaches facilitate the integration of short- and long-term perspectives, as well as a cross-cutting vision that fosters strategic ownership within the institution, they face several limitations. These include: the difficulty of painting a complete picture of a constantly evolving subject, the lack of in-depth long-term research (particularly on occupations by 2050), limited reliance on scientific literature and benchmarking, and the complex coordination required between evaluative and foresight approaches. This experience marks a shift in the CNFPT’s evaluative stance, **moving from a measurement-based approach to one focused on learning and forecasting**.

EVALUATION: A COMPASS FOR PUBLIC ACTION IN TRANSITION(S)

In conclusion, one metaphor recurred throughout many of the discussions at the JFE: that of **evaluation serving as a ‘compass for public policy’**. Laurence Quinaut (Rennes Métropole) noted that she had “the impression that we need less of an evaluation in the truly rigorous sense [...] than a compass”⁶³ **which would help to check whether actions are staying on course, rather than producing comprehensive demonstrations of causality**. From this perspective, the scenario-based approach is illuminating, particularly as it allows for the articulation of short- and long-term challenges. ADEME thus produces 2050 scenarios that are not intended to ‘decide’, but to inform choices and select the right indicators to track progress towards carbon neutrality.

At the regional level, Thierry Burlot (Loire-Bretagne Water Agency) demonstrated how, in Brittany, an assessment of water policy reveals that it is becoming “the limiting factor for economic development and urbanisation in Brittany and for the health of Bretons”, **transforming an environmental issue into a question of development models and spatial planning**. The **need for a ‘compass’ translates here into essential structural choices:** the desired agricultural model, the chosen location of urbanisation, the relationship between town and country, etc.



59. *Evaluating the National Parks Charter: a way of taking transitions into account* Anne Micoud and Anne Pisot (Consortium Consultants), Giacomo Baldin (Calanques National Park), Caroline Delelis (OFB)

60. Presentation by Estelle Raimondo (World Bank) during the 2nd round table.

61. Presentation by Laetitia Drean (Expertise France) during the 2nd round table.

62. *Local authorities and their staff facing the ecological emergency: towards an evaluative and forward-looking approach to the transition* Henri Jacot (French Society for Foresight), Frédéric Miclo (CNFPT), Benoît Simon and Théophile Courtier (Planète Publique) – Session 10

63. Presentation by Laurence Quinaut (Rennes Métropole) during the 1st round table.

Guiding rather than measuring?

Towards a strategic repositioning of evaluators

The third focus of the JFE explored how the implementation of transitions is reshaping not just the practice of evaluation itself but also the role and profession of evaluators. As evaluation remains a highly diverse and decentralized field, the aim was to examine how professional ecosystems are evolving—and, in turn, how evaluation is finding its place within these shifting landscapes.

To better understand the actors, practices, and boundaries of these emerging spaces, the discussions addressed key questions: evaluation actors, skills and training, moving beyond sectoral approaches, the accessibility and democratisation of evaluation, and the renewal of the demand for evaluation.

THE OBSERVATION OF A 'DISORIENTED PROFESSION'

As a preamble to the discussions on the evolution of the evaluation profession, the 4th JFE round table **noted that the profession was “disoriented”**: Clément Lacouette-Fougère (Sciences Po Paris) drew on the work of Bruno Latour to describe evaluators “in free fall, without shared coordinates, with the ground slipping away from under them”,⁶⁴ caught between models inherited from a stable world and the urgent demands of a world in transition where expertise is contested. **Three major dynamics of transformation** in evaluation practice can be identified: a **more narrative form of evaluation** (which “narrates the paths rather than the results”), **more dialectical and deliberative** (incorporating controversies rather than smoothing them over), and **more ecological**, as it is aware of the interdependencies between humans, institutions and environments, and attentive to the “biodiversity” of approaches.

The **major shift in the evaluation profession would therefore be linked to the fact that “we are moving from a profession of measurement to a profession of guidance”**,⁶⁵ less focused on judgement than on the ability to connect and reveal interdependencies. This observation echoes that made during the round table on the challenges of international cooperation,

with speakers emphasising that “evaluation must not decide, but connect”⁶⁶ to be part of a culture of consensus: the content of evaluations must be co-defined by professional communities, including by Southern-based associations. These communities must identify the ‘descriptors of change’ before transforming them into indicators, rather than imposing an external framework from the outset.



66. Presentation during the 2nd round table.

64. Presentation by Clément Lacouette-Fougère (Sciences Po Paris) during the 4th round table.

65. Presentation by Clément Lacouette-Fougère (Sciences Po Paris) during the 4th round table.

EVALUATORS WITH THE TECHNICAL TOOLS, BUT A CULTURE THAT STILL NEEDS TO BE EXPANDED AND HYBRIDISED

Responding to this loss of reference points, the 4th JFE round table introduced the Competency Framework for the **Evaluation Profession**, developed by the SFE’s ‘Professional Recognition of Evaluators’ Competencies’ working group. The framework suggests 49 competencies divided into three categories (knowledge, skills and attitudes).⁶⁷ The JFE provided an opportunity to **test this framework against the issue of transitions, by identifying ‘critical transition variables’** that could impact these competencies. These include technical variables (convergence with engineering sciences, AI), *pedagogical and managerial* (training in evaluative thinking beyond the body of evaluators alone, the rise of *soft skills*), democratic (polarisation of debates, diversification of legitimate knowledge, influence of social media) and *institutional* (renewal of modes of engagement and deliberation).

The discussions revealed a **relative consensus on the adoption of technical variables**: Estelle Raimondo (World Bank) considered that, at the international level, the profession has ‘met the technical challenge’ of evaluation by ‘piecing together’ a variety of methods – Virginie Besrest (Quadrant Conseil) qualified this observation for the French context, as tensions between qualitative and quantitative methods, or between experimental and theory-based methods, remain. Numerous discussions nevertheless highlighted that mastery of technical skills remains insufficient to “evaluate better”, particularly in the face of increasingly complex environments and programmes.

The adoption of digital technologies, particularly generative AI, was the subject of discussions spanning numerous themes, and more specifically training. The JFE was thus preceded by an “AI & Evaluation” development workshop led by Kelly Perotte (Planète Publique) and Alix de Saint-Albin (Pluricité). During the JFE, a “hackathon” workshop led by Axelle Steenstrup (Itinere conseil) developed the AI skills of some sixty participants through a “hands-on” problem-solving approach, working in groups.

The use of **foresight and its techniques** can prove invaluable in integrating a systemic approach to evaluation, particularly as it enables the identification of different, non-exclusive ways of ‘envisioning the future’, and involves tracing problems back to their root causes. Various techniques were presented during the JFE,⁶⁸ such as **observation** (distinguishing between trends, weak signals, and ‘nodes of the future’ presenting a potential for divergence), **the use of narratives and imagination**⁶⁹ involving the ability to combine engineering and implementation solutions (‘backcasting’, ‘design fiction’ and ‘functional design’), **support for structuring inquiries** (exploratory, normative and strategic foresight) and facilitating the **transition from thought to action** to better ‘steer bifurcations’.

The intersection of evaluation and public policy design was at the heart of these JFE. The proposal for a full half-day session centred on an ‘Evaluation and Design Village’ demonstrated the extent to which the diversity of possible collaborations and the creation of hybrid forms could provide solutions within the framework of managing transition policies. The presentation of concrete case studies by some of the authors of the latest SFE Journal,⁷⁰ thus inspired the many participants, both evaluators and designers.



The two winners of the “My Review in 180 Seconds” contest

67. *The profession of public policy evaluator: skills, specificities and reference framework*, Journal of the French Evaluation Society No. 11, December 2024. The issue was coordinated and edited by François Mouterde and François Lecouturier, co-chairs of the SFE Working Group on ‘Professional Recognition of Evaluators’ Skills’ (2020–2023); it is available [here](https://www.sfe-evaluation.org/fr/publications/revue).

68. *Local authorities and their staff facing the ecological emergency: towards an evaluative and forward-looking approach to the transition* Henri Jacot (French Society for Prospective Studies), Frédéric Miclo (CNFPT), Benoît Simon and Théophile Courtier (Planète Publique)

69. See also the discussions that took place during the Albert Kahn Talks held on Thursday 13 November 2025 in the Auditorium of the Albert-Kahn Departmental Museum, organised in partnership with the French Society

for Foresight (SFDP) and the French Evaluation Society (SFE), on the topic of ‘Foresight and evaluation approaches in territories in transition’. What role for the imagination? : <https://eak.hauts-de-seine.fr/les-entretiens-albert-kahn/detail/eak-72-les-demarches-prospectives-et-evaluatives-des-territoires-en-transitions-quel-role-pour-les-imaginaires>

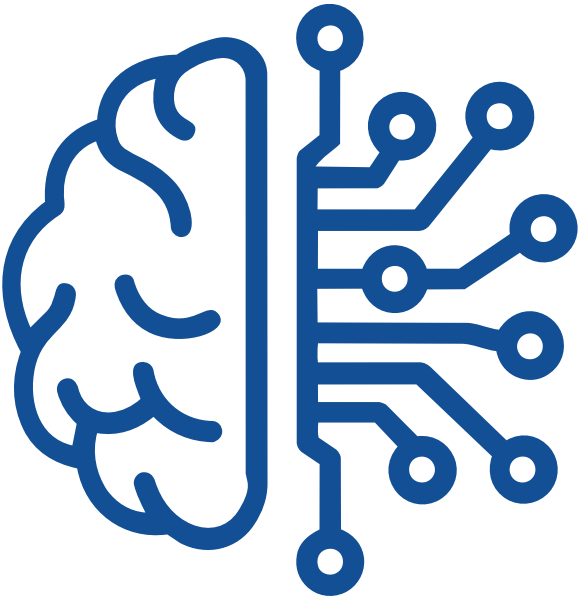
70. *Evaluation and public policy design. Cooperating and hybridising to transform public action*, Journal of the French Evaluation Society No. 12, July 2025. The journal was edited by Thomas Delahais, Virginie Besrest, François Jégou, Christophe Gouache, Karine Sage and Stéphane Vincent.

AI and Evaluation: Setting Course for Technological Appropriation

TECHNOLOGICAL APPROPRIATION AI AND EVALUATION: OPPORTUNITIES AND CHALLENGES

The rapid uptake of Generative AI is transforming evaluative practices. While offering opportunities for mass data processing and automation, it presents major risks: process opacity, data bias, technological dependency, and ethical concerns regarding neutrality. Because these technologies reflect the biases of their designers, ethical use requires heightened vigilance regarding equity and social justice.

In response, the SFE launched a «Digital Technologies and Evaluation» working group in 2025 to align AI usage with the SFE Charter.



REFRAMING THE EVALUATION CHARTER IN THE AGE OF AI

The 2025 JFE served as the first forum to debate draft guiding principles for AI in evaluation. These guiding principles specify the applicable requirements to ensure use that is consistent with the general principles of the SFE Ethical Charter, in addition to compliance with contractual obligations, organisations' internal charters, and applicable legal frameworks.

The AI guiding principles build on the SFE Charter, adopted in 2003 and updated in 2006. **They present its principles in an order specifically suited to AI-related issues, without altering the founding hierarchy of the SFE Charter's principles.** Its seven founding principles — Independence, Transparency, Plurality, Respect for Persons, Competence, Responsibility and Utility — guide evaluation practices and remain fully relevant in the digital age. This milestone confirmed the value of having a common framework and opened the way for its presentation to the SFE General Assembly.





THE NEED FOR GREATER ENGAGEMENT BY EVALUATORS WITH STAKEHOLDERS

Beyond the question of technical skills, the JFE provided a forum for a fruitful discussion on **how evaluators can contribute to transitions**. Speakers identified various approaches to this end:⁷¹

- The role of the evaluator as a **‘benevolent pirate’** of public policy, aiming to report on and learn from institutional transitions.
- The evaluator as a **“critical friend”**,⁷² a fellow traveller, who seeks to foresee and anticipate the obstacles of transition rather than simply endure them.
- The evaluator as a **‘theory builder’** to better prepare for the future by working on lessons learnt from failures, whose mission is to build a legacy.

Across these different approaches, several participants **noted the need for a more engaged form of evaluation**, capable of acting as a discreet counterbalance. The inherent tension between maintaining a detached, objective stance and the call for evaluators to engage deeply—to reach out, invest themselves, and embrace vulnerability—was powerfully illustrated during a theatrical performance in the Petit Cloître. On this occasion, the almost unanimous consensus among JFE participants rallied behind the vision of a committed evaluation, embodied by Caroline Massot (ANAP).

It now appears essential to reimagine the evaluation profession—preserving its core strengths (serving as a critical mirror, helping overcome obstacles, and identifying pathways forward) while challenging long-held dogmas, such as the unwavering pursuit of absolute objectivity or the narrow interpretation of independence as mere detachment. Virginie Besrest, President of the SFE, made a compelling case for moving beyond evaluation as a specialized niche. Instead, she advocated for **embedding an evaluative mindset—from the earliest design stages and throughout the entire lifecycle of public policies**.⁷³



How evaluators guide and accompany stakeholders also featured prominently in many of the JFE discussions. The experience of ‘supported self-evaluation’ in several countries (Burundi, the Democratic Republic of the Congo, Morocco and Mauritius), presented by Expertise France showed how **the evaluator acts primarily as a ‘methodological facilitator’ rather than as a judge**. Three key lessons emerge from this approach: a **significant transfer of methodological skills** (project leaders learn to develop tools, conduct interviews and analyse data); a repositioning of community **organisations as ‘knowledge-bearing actors’** who generate knowledge and strengthen their leadership vis-à-vis government departments; and **an enhanced capacity to document ‘significant changes’** (social, relational, behavioural) that are often invisible in macro indicators or standard logical frameworks.⁷⁴

Against this backdrop of heightened engagement, debates on the training of future evaluators have highlighted the need to **ensure the credibility of evaluations** in the face of growing political challenges, institutional pressures and the performativity of indicators.

A BROADER NEED FOR TRAINING IN PUBLIC SECTOR PROFESSIONS REGARDING TRANSITIONS

The transformation of professions tied to the «crisis regimes» inherent in transitions is not limited to evaluators alone. Cécile Ferrieux (AgroParisTech Clermont-Ferrand) drew attention to a critical question: **How can we effectively train professionals engaged in transitions?**⁷⁵ While public policies often take center stage, the underlying questions of professional roles, methodologies, and skills are frequently sidelined. Yet, **the ecological crisis has spurred a rapid expansion of local climate initiatives**, demanding that professionals continuously update their expertise to address these increasingly central challenges in their work. At the same time, the **social crisis is marked by deepening regional disparities and barriers to accessing essential services and resources**. Professionals must constantly adapt their practices and approaches to respond to these evolving realities.

In this evolving professional landscape, **new tools are emerging, such as public policy design and territorial narratives**. These innovative approaches, which draw on local imaginations, offer promising avenues for rethinking local public action, bringing stakeholders together and restoring meaning to the professions. Four levers for action can also be mobilised to transform professional practices and adapt them to a world in transition:⁷⁶ (1) ‘grassroots engagement’ – a detailed understanding of stakeholders and the context that enables projects to be adapted to local specificities, avoiding off-the-shelf solutions; (2) taking the long term into account: moving away from a short-term project mindset enables the creation of sustainable dynamics and the design of lasting solutions;



(3) embracing risk-taking: accepting uncertainty and encouraging experimentation enables innovation and adaptation to changing contexts; (4) localising the issues: grounding actions in local realities, which encourages the communities concerned to take ownership of the projects.

Training **therefore plays a key role in making transitions operational** – this is also the conclusion reached by the SFE’s Employment and Training Working Group, which, drawing on the example of the evaluation of the Skills Investment Plan (PIC), demonstrated that the PIC represents a milestone towards a French-style ‘*learnfare*’, where training becomes a central lever for sustainable integration: “*making transitions pay*” rather than “*making work pay*”.⁷⁷

71. *Understanding the transition to better evaluate it* Thomas Delahais (Quadrant Conseil) – Session 1

72. Thyrard-Durocher, Antonin. *The policy of the ‘critical friend’: evaluators and their professionalisation in the construction of a Europe of Cohesion (1957–2021)*. PhD thesis (political science), École des hautes études en sciences sociales (EHESS), defended on 11 December 2023.

73. Presentation by Virginie Besrest (Quadrant Conseil, SFE) during the 4th round table.

74. Presentation by Laetitia Drean (Expertise France) during the 2nd round table.

75. *Regions facing change, or how transitions are transforming professions* Cécile Cot and Cécile Ferrieux (AgroParisTech) – Session 6

76. *Regions facing change, or how transitions are transforming professions* Cécile Cot and Cécile Ferrieux (AgroParisTech) – Session 6

77. *Career transitions and public policy – an introduction* François Aventur (SFE); *A case in point: the evaluation of the Skills Investment Plan (PIC)*

Bernard Gazier (University of Paris 1); *Tools and approaches to transitions – what are the challenges?* Nicolas Farvaque (ORSEU); *Career Development Counselling (CEP) supporting transitions* Haude Rivoal (CEET); *The challenges of coordinating support for the transitions of people with disabilities* Rodolphe Ejnès (Pluricité); *The transitions of professional athletes* Joyce Ardissonne (Amnyos) – Session 6

The JFE Village: Combining Evaluation and Design

« DESIGN IS
SOMETHING YOU
EXPERIENCE! »

The French Evaluation Days in Rennes provided an opportunity to create a temporary space: the Design Village. **As a genuine place for exchange, it made it possible to explore synergies and avenues for work between evaluation and design, with a view to jointly improving public policies.** “Design or evaluation alone are not enough: how can we combine our strengths to tackle complex problems? How can we benefit from design’s ability to navigate complex situations without giving up what evaluation contributes to understanding and accounting for public action?”

The speakers emphasised the importance of collaboration, and even combination, between evaluation and design to solve complex problems. Evaluation helps avoid oversimplification, **while design helps avoid over-systematisation: “we are trying to achieve the best of all possible worlds.”** But this integration must be organic rather than enforced, and grounded in everyone’s open-mindedness.



CONCRETE INITIATIVES AND CHALLENGES

Several participants highlighted working practices and evaluations that allowed design and evaluation to meet; these can be found in the SFE workbook dedicated to design and evaluation. Rennes Métropole illustrated how evaluation can provide the basis for change, while design can translate findings into actionable recommendations. Nantes Métropole and Grenoble Métropole showed how, in practice, design and evaluation are used in support of local policies — not forgetting the Occitanie Region, which has created a toolkit for bringing design and evaluation together.

The challenges now include the need to break down disciplinary silos and create spaces where evaluators and designers can meet. **Opportunities include the possibility of creating new forms of alliance and cooperation that make it possible to better grasp complex problems such as transformations.**

The discussion concluded by highlighting the strong underlying proximity between the two professions, which JFE 2025 dared to bring to the fore. In fact, they are allies, operating on common ground!



They made the JFE 2025

PARTNERS



COORDINATION OF THE 2025 JFE

François Cathelineau, SFE board member and President of Agence Phare, coordinated the entire 2025 edition of the French Evaluation Days. He led the Programme Committee and the collective work of the organising team.

MEMBERS OF THE PROGRAMME COMMITTEE

A Committee was formed to put together a high-quality programme for the JFE. It brought together representatives from government departments, associations, academia and consultancy firms involved in the analysis and evaluation of public policy.

Its members were as follows:

- Christophe Amoretti-Hannequin (France Urbaine)
- Adam Baiz (Court of Auditors)
- Sophie Bensaadoun (Amnyos, SFE board member)
- Virginie Besrest (SFE/Quadrant Conseil, SFE director)
- Gwenaël Bodo (Rennes Métropole)
- Dorig Bruno (Rennes Métropole)
- Axelle Charpentier (Ministry of National Education, SFE board member)
- Hélène Clot (Grenoble Alpes Métropole)
- Paul Cotton (Sciences Po Paris)
- Claire Delpech (Local Finance Network)
- Alix De Saint-Albin (Pluricité, SFE board member)
- Antoine Durand (Climate Action Network)
- Julien Garnier (AFD)
- Charlotte Halpern (Sciences Po Paris, LIEPP & CEE)
- Vincent Honoré (CESER Brittany)
- Clément Lacouette-Fougere (Sciences Po Paris)
- Guillaume Lacroix (POPSU Transitions)
- Sylviane Le Guyader (ANCT)
- Benoît Le Maux (University of Rennes)
- Eugénie Parjadis (ANCT)
- Karine Sage (Quadrant Conseil)
- Isabelle Sannié (ADEME)
- Benoît Simon (Planète Publique)
- Baptiste Sion (Banque des Territoires)
- Antonin THyrard (Sorbonne Paris Nord University)
- Hélène Varlet (Hauts-de-France Region, SFE board member)
- Isabelle Vial (French Biodiversity Agency)
- Pierre Wokuri (Sciences Po Rennes).

Some members of the Programme Committee continued their involvement by becoming *Session Coordinators*; we would like to thank them for their commitment.

THE ORGANISING TEAM

The JFE 2025 brought together a large number of volunteers. In addition to the members of the Programme Committee and partners already mentioned, we would like to highlight:

- Adel Ben-Omrane, SFE board member
- Laurent Barbut, SFE Thematic Group Coordinator
- Sophie Bensaadoun, SFE Secretary General
- Virginie Besrest, President of the SFE
- François Cathelineau, SFE board member
- Axelle Charpentier, SFE board member
- Théophile Courtier, Deputy Secretary-General of the SFE
- Laetitia Dansou, Director of the SFE
- Thomas Delahais, Coordinator of the SFE Working Paper 'Evaluation and Design of Public Policy'
- Agathe Devaux-Spatarakis, SFE board member
- Patricia Ingrassia, Treasurer of the SFE
- François Jegou, Founder of Strategic Design Scenarios
- Hélène Juillard, SFE board member
- Matthieu Lacave, Deputy Treasurer of the SFE
- Jean-Marie Loncle, Permanent Secretary of the SFE
- Dométhilde Majek, Founder of Rives Nord (Public Policy Design)
- Caroline Massot, SFE board member
- François Mouterde, former Chair of the SFE
- Karine Sage, SFE Thematic Group Coordinator
- Alix de Saint-Albin, SFE board member
- Marc Tevini, Coordinator of the SFE's Young Emerging Evaluators network
- Vincent Tison, SFE board member
- Hélène Varlet, Vice-President of the SFE



THE FULL LIST OF PRESENTATIONS, SESSION BY SESSION

SESSION 1: The evaluative perspective for understanding public action in transition

[Sub-session 1A: Evaluation to understand public policy in transition: an attempt at clarification](#)

The evaluation of ecological transition policies: an attempt at clarification

Isabelle Sannie (ADEME), Sébastien Guilbert (EDATER), Laurent Barbut (EPICES), Séverine Renault (AND International)

[Sub-session 1B: “How can we better evaluate the transition?”](#)

Understanding the transition to evaluate it better

Thomas Delahais (Quadrant Conseil)

Public policy evaluation practices in France and internationally

Jérémy None (EY)

Making the transition from “the State in action”: contributions from the sociology of public action

Mathieu Sarnin (Quadrant Conseil, CEE)

[Sub-session 1C: ‘Evaluating public programmes and policies in support of the ecological transition’](#)

European Structural Funds for Solidarity and Ecological Transition: what strategies for public action?

Antoine Durand (Climate Action Network), Frédéric Bertrand (Amnyos)

À quelles conditions l'évaluation des politiques publiques peut-elle être utile aux territoires en transition ?

Benoit Simon (Planète Publique)

What kind of evaluation for multi-fund policies?

The case of carbon offsetting

Stéphanie Barral (INRAE)

SESSION 2: Evaluating complexity and uncertainty

[Sub-session 2A: ‘Putting biodiversity at the heart of evaluation’](#)

Monitoring indicators for the 2030 National Biodiversity Strategy to support its management and evaluation

Alexandre Chanu (OFB)

Feedback on the first interim evaluation of the National Strategy for Protected Areas

Anne-Sophie Barnay, Pierre Vionnet and Laurent Germain (OFB), Julie Quartermaine and Benoit Simon (Planète Publique)

Framework for assessing the impact of the European LIFE BIODIV'France project: applying the action framework

Benjamin Barralon (OFB)

[Sub-session 2B: ‘Evaluating at the scale of large territories’](#)

How to (and how not to) evaluate the transition at the level of a metropolitan area?

Marc Tevini (Quadrant conseil), Corinne Hooge (Métropole de Lyon)

Assessing the ecological quality of territories through the lens of deliberation. Comparative experiments in Hauts-de-France and Normandy

Florence Jany-Catrice and Titouan Bouhier (Université Rouen-Normandie), Mathieux Delefosse (Université de Lille)

Modelling: a tool or a pitfall for assessment?

Hélène CLOT (Grenoble Alpes Métropole), Corinne Hooge (Grand Lyon), Marc Tevini (Quadrant Conseil), Pauline Pasquier (I-Care)

[Sub-session 2C: ‘Evaluating major planning and crisis response programmes’](#)

France 2030 and the Ecological Transition: an evaluative framework designed to address institutional and methodological challenges

Marie-Laure Naulleau and Nawel Sauvé (ADEME), with the support of SGPI

Evaluating the “Recovery Plan” using a participatory approach grounded in the SDGs: lessons learned from Wallonia

Viginie Louis (Walloon Institute for Evaluation, Foresight and Statistics)

The Covid-19 crisis as a learning opportunity

Lenaïg Salliou (University of Pau and the Pays de l'Adour)

Spatial planning in France in the era of ecological and energy transitions

Camille Tchounikine (AFD)

[Poster](#)

Conversations in Evaluation – Exploring 30 years of dialogues and disputes in the community

Antonin Thyraud (University of Paris Nord), Thomas Delahais (Quadrant Conseil)

SESSION 3: Elected representatives and evaluation

The challenges and procedures involved in the Senate's monitoring and evaluation of public policies

Christine Lavarde (Senator for Hauts-de-Seine)

The evaluation of public policies in the National Assembly: when MPs conduct or commission evaluations

Sandra Marsaud (MP for the 2nd constituency of Charente), Adam Baiz (Court of Auditors), Christophe Maisonneuve (CEC of the National Assembly), Manon Reguer-Petit (Agence Phare)

Bringing monitoring and evaluation to life on a daily basis in a town of 7,000 inhabitants: are you up for the challenge?

Karine Sage (Quadrant Conseil), Antoine Raynaud (Town of Loos-en-Gohelle)

SESSION 4: Evaluation and international cooperation in times of transition – a cross-perspective

[Sub-session 4A: ‘Evaluation approaches and ecological transitions’](#)

Making evaluation a lever for climate and nature transitions: how does evaluation inform the AFD Group's strategy and practices regarding the ecological transition?

Christine Poursat and Adrien Lorenceau (AFD)

Evaluating climate transitions through contribution analysis: the case of AFD climate policy loans in Colombia

Gaëtan Coatanroch (Technopolis)

[Sub-session 4B: ‘Evaluation approaches and institutional transitions’](#)

The CNDSI evaluation: a lever to strengthen consultation and a testing ground for a new range of services to reinforce the implementation of recommendations

Constance Pastor-Brassens and Jean-Marc Pommeray (MEAE), Corentin Martiniault (Coordination SUD)

[Sub-session 4C: ‘Evaluation approaches and transitions in cooperation policies in Africa’](#)

How can evaluation capture changes in cooperation practices in response to the ambition to renew the Africa-France partnership?

Marta Semplici (Ministry for Europe and Foreign Affairs)

The eradication of animal trypanosomiasis in the Niayes region of Senegal: what new transition challenges lie ahead? Multi-stakeholder perspectives

Marie Ferré (CIRAD)

How evaluation supports transition dynamics: lessons learnt from the Savoirs Eco project in Tunisia

Asma Chebbi (Expertise France)

[Poster](#)

Cooperating to adapt: the local interests of international action by local authorities

Ashleigh Thompson (University of Montpellier)

SESSION 5: Costs or investments? Making better decisions on transitions through evaluation

[Sub-session 5A: ‘Evaluation: a key to better navigating transitions’](#)

Methodology & transitions: lessons from 10 years of implementing AFD's Sustainable Development Analysis and Advisory Service

Laetitia Tremel (AFD)

Integrating environmental issues into the design of regional public policies

Bruno Roudier (EDATER), Anne-Sophie Gavrilloff (Région Grand-Est)

Evaluation as a tool for objectifying public policy trade-offs: the case of the ‘Fonds Chaleur’ led by ADEME

Isabelle Sannie (ADEME), Hugo Thenint (EDATER), Catherine Galano (Frontier Economics)

[Sub-session 5B: ‘Sensitive budgets: an effective tool?’](#)

Do gender- and environment-sensitive budgets facilitate transitions?

Nathan Daugan et Evelyne Charrier (Région Bretagne), Alice Lechat (Université Paris 1 – CESSP), Olivier Landel (Agence France Locale), Siham Moulali-Gaton (Grand Lyon), Aurore Colin (I4CE)

[Sub-session 5C: ‘The role of the regional level in the transition’](#)

Career transitions and public policy: innovations and impacts

Laurent Caillaud (Région Nouvelle-Aquitaine), Marie Sergent (ANCT), Naila Louison (GIP L'Europe à Mayotte), Marie Zapata (Région Bretagne), Ferdinand-Fils Lambert (Île-de-France Region)

SESSION 6: Professional, economic and sectoral transitions

[Sub-session 6A: ‘The evaluation of employment and training policies’](#)

Career transitions and public policy: innovations and impacts

François Aventure (SFE), Bernard Gazier (Université Paris 1), Nicolas Farvaque (ORSEU), Haude Rivoal (France Compétences), Rodolphe Ejnes (Pluricité), Joyce Ardissonne (Amnyos)



Sub-session 6B: ‘The impact of transitions on regions and sectors’

Regions facing change: how transitions are transforming professions

Cécile Cot and Cécile Ferrieux (AgroParisTech)

Evaluating the IDF & Territories Resilience Fund: impacts and feedback

Yohann Marchaut (KPMG), Sandrine Peney (Île-de-France Region), Marie Vialle (Verian Group)

SESSION 7: Evaluating the governance of regions in transition

Sub-session 7A: ‘Evaluating experiments in climate change adaptation’

Testing a time-based approach to heatwaves in a metropolitan area: lessons learnt from the evaluation of a European project (TIME2adapt)

Isabelle Blanquart and Elisabeth Lopez (Lille Métropole)

Sub-session 7B: ‘Evaluating spatial planning policies in the context of transitions’

A comparative evaluation of the ‘Petites Villes de Demain’ and ‘France Services’ programmes

Baptiste sion (Banque des Territoires), Stéphan Ludot and Léa Alcon-Lignereux (ANCT), Alix De Saint-Albin (Pluricité)

Evaluating the National Parks Charter: a way of taking transitions into account

Anne Pisot and Anne Micoud (Consortium Consultants), Giacomo Baldin (Parc national des Calanques), Caroline Delelis (OFB)

Sub-session 7C: ‘Assessing environmental impact through the lens of different tools’

A method for evaluating a mobility policy through the lens of inclusivity: from the public to infrastructure, the evaluation of the Lyon Metropolitan Area’s Cycling Plan

Iris Aït-Ouadda (Quadrant Conseil)

Protecting the nursery function of fish species in the Loire estuary: what levers for public action

Catherine Laidin (Institut Agro Rennes)

Environmental policies and urban transitions.

The case of soil de-impermeabilisation

Selma Baati, Nathalie Molines et Renaud Pouzet (University of Technology of Compiègne - UTC)

The impact of public policies on sustainable water management: the example of Terre de sources

Gaëlle Petit (Sciences Po Rennes)

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Action research for a tool to reconcile indicators at the regional level

Frédérique Plaisant (Dunkerque Urban Community), Lionel Cauchard (Efficacy)

SESSION 8: Approaches, measures and tools – or how to measure the invaluable

Sub-session 8A: ‘Evaluation as a tool for driving change by revealing the value of cooperation’

The green transition: what is its socio-economic value?

Julian Perdrigeat (La Fabrique des Transitions), Karine Sage (Quadrant Conseil), Sandro De Gasparo (Atémis), Hélène Clot (Grenoble Alpes Métropole)

Sub-session 8B: ‘Biodiversity: counted, recounted... and taken into account? 3 tools for understanding, raising awareness and taking action’

Biodiversity: counted, recounted... and taken into account? 3 tools for understanding, raising awareness and taking action

Isabelle Vial et Servane Bourgeault (OFB), Joao Pereira Da Fonseca (CDC Biodiversité), Zoé Grilhot (LATTS)

Sub-session 8C: ‘The computer: the new evaluator? Expertise and considerations in augmented evaluation’

Case study on the ethical use of AI in evaluation

Jérémie None (EY)

SESSION 9: The challenges of evaluating new forms of solidarity

Sub-session 9A: ‘Evaluating solidarity policies: methodological challenges and feedback from the field’

Evaluating solidarity schemes: methodological challenges and feedback from the field

Auriane Lamy (UNESCO Chair in World Food Systems), Marie Walser ((Laboratory of Food Commons), Clément Lacouette-Fougere (Sciences Po Paris)

Sub-session 9B: ‘Understanding and using systemic evaluation’

Systemic evaluation as a lever for transition

Raphaël Botti and Hajar El-Aoufir (Teriteo)

Sub-session 9C: ‘Solidarity in practice: three case studies’

Participatory evaluation and regional food transitions: between empowerment and the restructuring of governance models

Stéphanie Kellner (University of Lille)

Development of a framework to support the strategic management of regional agricultural and food transitions

Christophe Alliot (BASIC), Pierre Le Ray (Institut Agro)

The reform of solidarity-based pricing in Strasbourg in 2024 – a unique regional innovation

Olivier Causse (Strasbourg Eurométropole)

Sub-session 9D: ‘Transformations in social policies’

The welfare state in transition: documenting and evaluating social investment policies using mixed methods

Eileen Michel (University of Rennes)

Understanding the transformation of the economic and social environment to identify areas for evaluation: an illustration through a housing support policy

Emmanuel Laurent (Regional Chamber of Accounts of Centre-Val de Loire)

Evaluating a social experiment in a context of transnational mobility: the case of the ‘Zero Long-Term Unemployment Territory’ in Wallonia

Charlotte Torchet (Sciences Po Paris)

SESSION 10: Combining disciplines and methods for better evaluation

Behavioural Change Support Schemes (DACC) in the ecological transition: what are the impacts and how can they be measured?

Sylvie Pineau and Anaïs Rocci (ADEME), Géraldine Broquin (Grand Annecy), Karine Sage (Quadrant Conseil)

Local authorities and their staff facing the ecological emergency: towards an evaluative and forward-looking approach to the transition

Henri Jacot (French Society for Foresight), Frédéric Miclo (CNFPT), Benoît Simon and Théophile Courtier (Planète Publique)

Barometers, perception surveys: multi-purpose tools to aid decision-making?

Gwenaël Bodo and André Crocq (Rennes Métropole), Karine Baudy (AUDIAR), Hélène Clot (Grenoble Alpes Métropole)

From experimentation to transformation: challenges and methods of evaluation in transitions

Elodie Imbert (Amnyos), Caroline Massot (ANAP), Angèle Le Prigent (University of Rennes), Camille Rieux (Grenoble Alpes Métropole)

SESSION 11: Are we all evaluators? Profiles, skills and uses of evaluation

Sub-session 11A: ‘Students and evaluation’

Teaching public policy evaluation in an era of transition

Nicolas Subileau (Pluricité)

Sub-session 11B: ‘Demonstrating the value of one’s actions in the voluntary sector’

Evaluation as a lever for social transformation: co-creating value and rethinking public policy

Yann-Gaël Fourquier (Koreos), Sandro De Gasparo (Atémis), Amélie Turlais (Astérya), Thibault Guyon (Institut Godin)

Democratic transition in public action on mental health? Analysis of the discourse and perceptions of civil society actors in Quebec

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Alexandra WilliamS and Ismaël N’Daw (Quadrant Conseil), Hélène Avignon and Sébastien Abline (DREETS Bretagne)

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Agathe Devaux-Spatarakis (Quadrant Conseil)

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