

**International Year of Evaluation**  
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# **The Future of Evaluation: A Global Perspective**

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*"The best way to predict the future is to create it"*  
*Peter Drucker*

# Scope of presentation

- The road already travelled by the evaluation community
- The changing international landscape: five major drivers of change
- Implications for the global evaluation agenda – and for evaluation associations

# A concise history of evaluation

- As a practice, it has an ancient pedigree
- It is grounded in the scientific method (Descartes, Newton, Petty, etc.) and the Enlightenment
- As a distinct knowledge occupation it emerged in the post World War II era
- It is now a distinct discipline as well as a trans-discipline

# The waves of evaluation diffusion

- The *experimental wave* - early 1960's
- The *dialogue-oriented, participatory wave* - late 1960's/early 1980's
- The *neo-liberal wave* - mid-1980's/late 1990's
- The *evidence wave* – since 2000
- A new wave is swelling... social impact

# “The future is already here”

- Insecurity, and complexity
- Rise of the private sector and the global civil society
- Growing inequality and the thirst for values in evaluation
- Shifting wealth patterns
- The IT revolution

# An unstable and insecure world

- Climate-related events up 44% from 1980-1989 to 1994-2000
- 500 m people live in countries at risk of conflict
- Economic cost: twice Africa's GDP
- Out of 162 countries only 11 not involved in conflict of one kind or another

# **The inexorable rise of the private sector and the civil society**

- Multinational enterprises: 7,300 in the 1960s vs. 100,000 in 2010.
- FDI: US\$400 billion in mid-1990s vs. US\$1.3 trillion in 2014
- 985 international NGOs in 1956 vs. 21,000 in 2003
- Share of NGOs in international aid: 10% in 1993 vs. 19% in 2008

# **Inequality and social exclusion call for a focus on values in evaluation**

- By next year the top 1% will have more wealth than the remaining 99% of people
- Poorest 5 % in a western country still better off than the richest 5 % in Africa
- 925 m people malnourished; maternal mortality decreases off-track; still no universal access to HIV treatment; job creation lagging; slum population growing
- Forty eight fragile states still caught in a poverty trap

# Wealth patterns are shifting

- The *North-South* model is dead: 13 developing countries have grown for 25 years @7 percent per year
- 1990: 90% of the poor lived in low-income countries
- Today: 80% of the poor live in middle income countries!
- Emerging market countries = the new evaluation frontier!

# Spreading technology

- Already more mobile phones in the world than people
- Internet users: 5-6 times larger than a decade ago and still only 35% of the world population
- Unit cost of IT keeps trending down
- The robotic revolution will infiltrate all occupations

# What does this have to do with evaluation?

- New methods and practices
- New evaluation frontiers in the non state sector
- Value driven democratic evaluation
- Evaluation internationalization
- Big data and social networking

# The tool kit will be refurbished

In the new complex, volatile and uncertain environment:

- *Developmental evaluation* will conflate monitoring and evaluation
- *Mixed methods*, models and tools will dominate
- *complexity theory and systems thinking* (perspectives, boundaries, inter-relationships) will come centre stage

# **New evaluation frontiers will be explored in the private sector**

- Social impact funding
- Public-private partnerships
- Ethical investing
- Foreign direct investment (CSR)
- Development insurance products
- Advanced market commitments
- Diaspora” initiatives and remittances
- Prizes and challenges

# Since dominant evaluation models do not address inequality...

- *Accountability models* are goal based: auditing more than evaluation
- *Knowledge oriented models* are value free and akin to social research
- *Utilization-focused* model stresses merit: it is consultancy not evaluation
- The *empowerment model* stresses *worth*: facilitation more than evaluation

# ...democratic evaluation will have to be renewed

- The traditional democratic evaluation models are facilitative and hostage to dysfunctional governance frameworks.
- They put the evaluator at the mercy of those who hold the purse strings
- *Independent democratic evaluation* would assume ownership of evaluation products and reject assignments funded by (and/or reporting to) decision makers

# Towards internationalization and a growing industry without borders

- 158 evaluation associations or networks in 2013 ...up from 20 in 2000
- But evaluation is still an infant industry:
  - 30-35,000 members altogether
  - ... less than a fifth of Institute of Internal Auditors (175,000 members)
  - 1.2 million accountants and auditors in the United States alone

# A brave new IT world for evaluation will emerge...

- *Evaluation 2.0* will wire evaluators, managers and beneficiaries closer together; elicit new ways of presenting evaluation results and rely on stakeholders to create evaluation content.
- *Evaluation 3.0* will use digital data exhaust from service providers; local radio calls; information hot lines; social network sites; to assess program performance in real time

# Evaluation is entering a new age

- The demand for high quality evaluation will grow rapidly everywhere
- To speak truth to power new ways of evaluation funding, governing and managing will be needed
- This implies professionalization and stronger evaluation associations
- The future is risky and uncertain but the struggle itself is enough...

***Thank you for your  
attention !***