“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!