

The Future of Evaluation's Influence in Developed and Developing Societies

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AES 2011
Sydney, Australia
2 September 2011

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My Geography



Evaluation at Claremont Graduate University

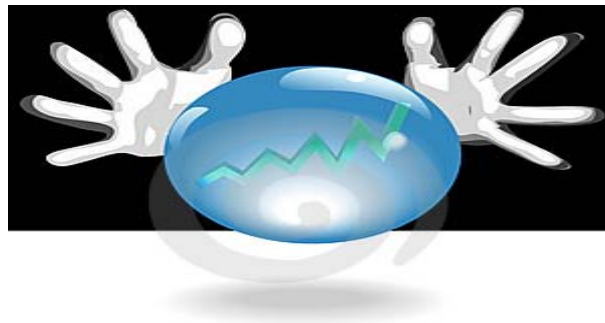


- 1960s
- Ph.D.
- M.A.
- Certificate in Evaluation
- PD Workshops
- Distance & Online
- Evaluation Conferences
- Large Alumni Network
- Evaluation Institute

Overview

- Why Focus on the Future?
- The State of Evaluation Today
- Possible Ways to Expand Evaluation's Influence

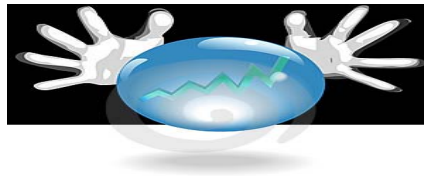
Why Focus on the Future?



How Would You Use a Crystal Ball?

Would you rather have a crystal ball tell you unerringly whether a program improved the lives of:

- a. past participants
- b. future participants



Other Reasons to Focus on the Future?

- Claremont Symposium on the Future of Evaluation in Society
- There is Much More for Us to Do in Developed & Developing Societies

State of Evaluation Today

- We have come along way baby!



EVALUATION LATE 1960s



EVALUATION TODAY



Evaluation Today

- Booming Evaluation Practice
- Evidence-based Everything
- Guiding Principles for Evaluators
- Evaluation Standards
- Many Evaluation Theories

Evaluation Today



- Meta-Evaluation
- Capacity Building Efforts
- University Programs & Courses
- Professional Development Workshops
- Distance and/or Online Training
- Dramatic Expansion of Evaluation Associations (Global Community)

Growth of Evaluation Professional Associations



- 1980s – Only 3 National and Regional Evaluation Societies
- 1990 – 5
- 2000 – More than 50
- 2011 – More than 80 including a Formal International Cooperation Network

Sample of Professional Evaluation Organizations

- **Australasian Evaluation Society**
- **American Evaluation Association**
- **Canadian Evaluation Society**
- **European Evaluation Society**
- **International Organization for Cooperation in Evaluation (IOCE)**



Sample of Professional Evaluation Organizations

- **African Evaluation Association**
- **Associazione Italiana de Valutazione**
- **Brazilian M&E Network**
- **Central American Evaluation Association**
- **Danish Evaluation Society**
- **Deutsche Gesellschaft fur Evaluation**
- **Ethiopian Evaluation Association**
- **Finnish Evaluation Society**
- **Ghana Evaluators Association**

Sample of Professional Evaluation Organizations



- **Israeli Association for Program Evaluation**
- **Japanese Evaluation Association**
- **Kenya Evaluation Association**
- **Korean Evaluation Association**
- **La Societe Francaise de l'Evaluation**
- **Society Malaysian Evaluation**
- **Nepal M&E Forum**
- **Nigerian Evaluation Association**
- **South African Evaluation Network**

Sample of Professional Evaluation Organizations

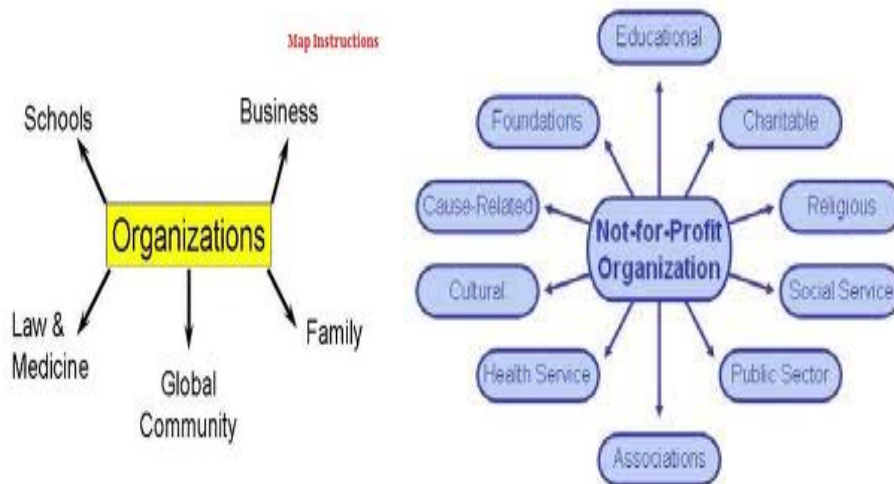


- **Spanish Public Policy Evaluation Society**
- **Sri Lanka Evaluation Association**
- **Swiss Evaluation Society**
- **Thailand Evaluation Network**
- **Ugandan Evaluation Association**
- **UK Evaluation Society**
- **Utvarderarna (Sweden)**
- **Zambia Evaluation Association**
- **Zimbabwe Evaluation Society**
- **International Development Evaluation Association (IDEAS)**

Diverse Evaluands

- Programs
- Policies
- Practices
- Projects
- Personnel
- Products
- Organizations

Diverse Organizational Settings



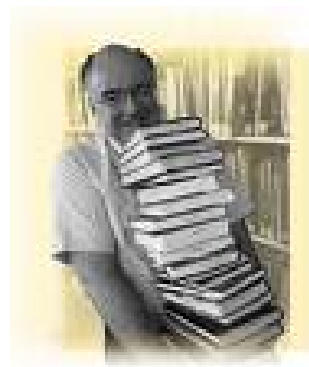
Applications of Evaluation

Education



Applications of Evaluation

Illiteracy



Applications of Evaluation

Poverty



Applications of Evaluation

Prejudice & Discrimination



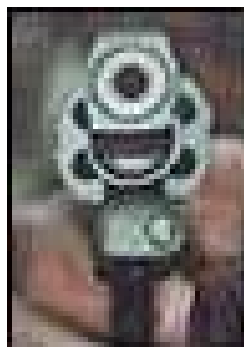
Applications of Evaluation

Conflict



Applications of Evaluation

Violent Crime



Applications of Evaluation

Drug & Alcohol Abuse



Applications for Evaluation

Health Care



Applications of Evaluation

Human Resources



Diversity of Evaluation Approaches (Models, Forms, Theories)

- Social Experimentation
- Utilization-Focused Evaluation
- Theory-Driven Evaluation
- Realist Evaluation
- Empowerment Evaluation
- Culturally-Responsive Evaluation
- Fourth Generation Evaluation
- Inclusive Evaluation
- Results-oriented Management

Evaluation Theory Tree

Use

Methods

Value



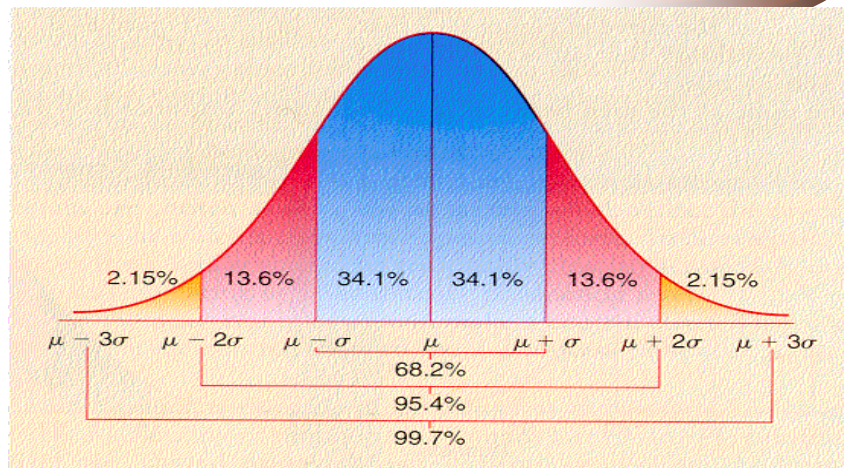
Examining Prescriptive Theory?

- Research on Evaluation
 - Use
 - Mechanisms of Influence
- Research on Evaluation is in its Infancy
- Toward an Evidence-Based Practice of Evaluation


10 Potential Paths to Greater Influence




1. Carefully Documenting & Disseminating Evaluation Successes



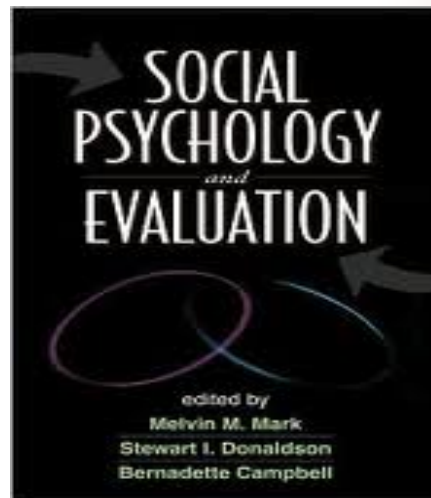
2. Global Strategic Planning

- 
- Toward a Strategic Global Evaluation Community
 - AEA International Listening Project

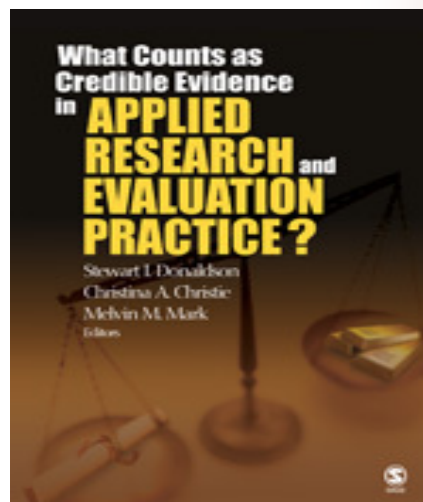
3. Increasing Support for Strong Research on Evaluation

- 
- Developing Supportive Environments
 - Incentives for Research on Evaluation in Key Evaluation Journals
 - Resources (an investment in the future)

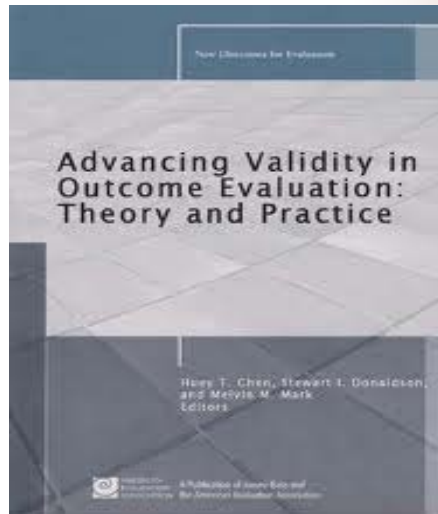
4. Developing Evaluation Intersections



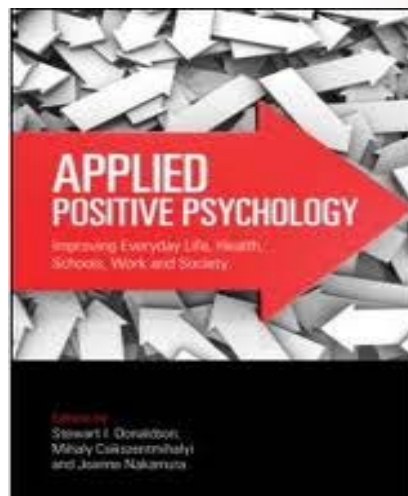
5. Finding a Better Balance of Utility versus Accuracy Standards




6. Developing a Science of Context



7. Move Toward a Positive Psychology of Evaluation



Psychology of Evaluation



- Excessive Evaluation Anxiety (XEA)
- Managing Stakeholder Conflicts
- Resistance
- “Kill the Messenger” Experiences
- Evaluators on Power Trips
- Conflicts of Interest

Toward a Positive Psychology of Evaluation



- Optimal Evaluation Experiences
- Positive Stakeholder Relationships
- Key Ingredients of Successful Evaluations
- Quality of Work Life for Evaluators
- Positive Culturally Responsive Evaluation Experiences in Developed and Developing Societies

AEA Public Statement on Cultural Competence in Evaluation



A culturally competent evaluator is prepared to engage with diverse segments of communities to include cultural and contextual dimensions important to the evaluation. Culturally competent evaluators respect the cultures represented in the evaluation throughout the process.

Optimal Cultural Responsiveness



The capacity to engage respectfully, authentically, and effectively with diverse people – understanding and taking into account the impact of culture on all aspects of evaluation.

8. Improve the Timing of Evaluation Findings

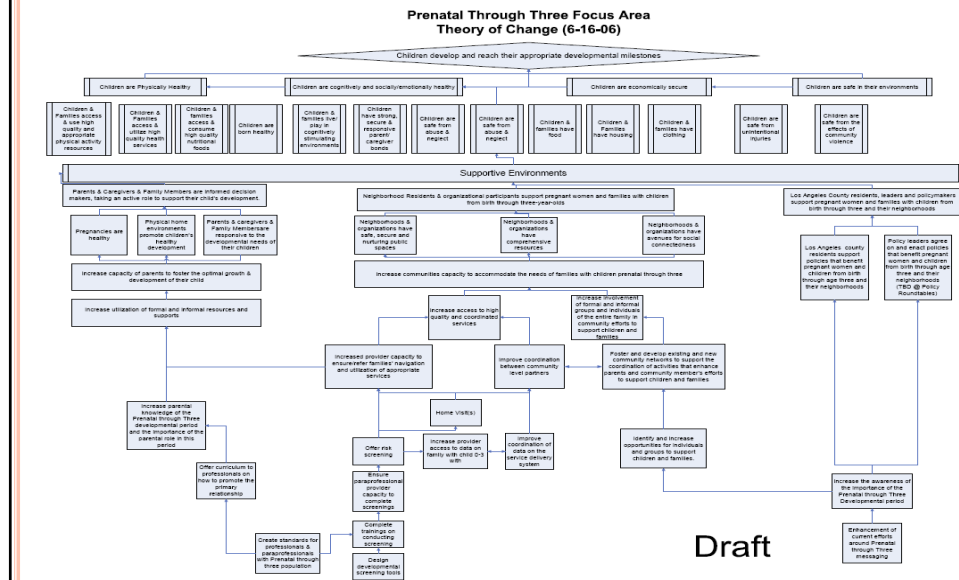
- Strategic Timing in Evaluation Design
- Responsive Evaluation Findings
- Real Time Evaluation (Patton, 2011)

9. Better Use of Technology in Evaluation Practice

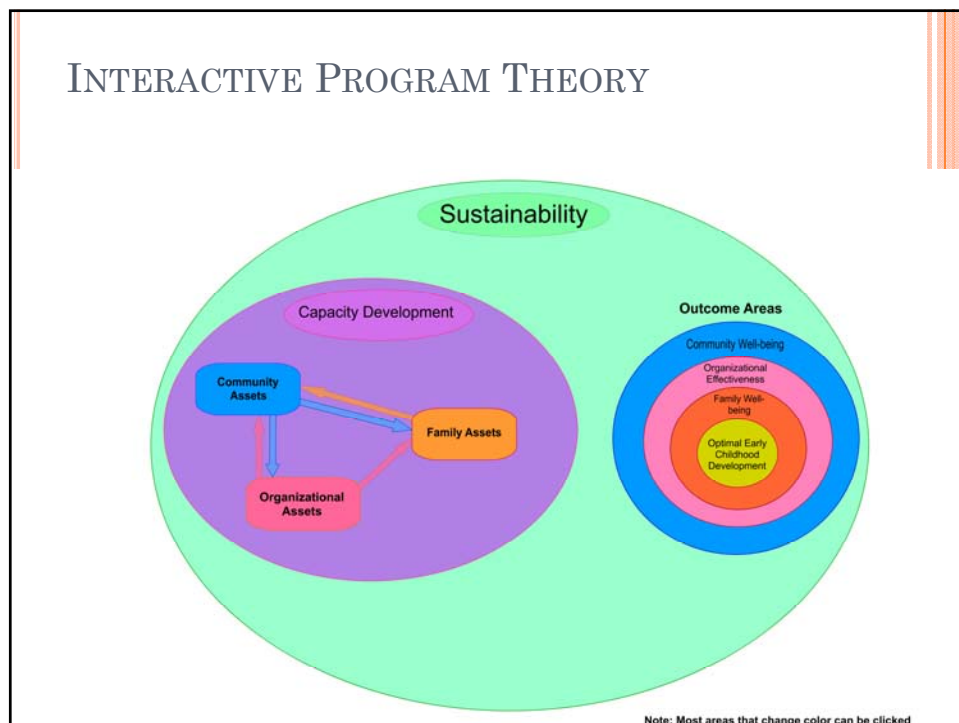


***Globally Connected,
Technology-Facilitated, Fast-
Paced, Real-Time World
(Patton, 2011)***

COMPLEX PROGRAM THEORY



INTERACTIVE PROGRAM THEORY



INTERACTIVE EVALUATION REPORT

Work & Health Initiative

The mission of the Work and Health initiative of The California Wellness Foundation was to improve the health of Californians by funding employment interventions that positively influence health

Evaluator's Role

The mission of the Initiative Evaluator is to serve as an integrating, synthesizing force in evaluating goals, objectives, strategies, and outcomes, central to the long-term impact of the Initiative. In addition, the initiative Evaluator will consult on the design of each program's evaluation by helping to (1) define the evaluation goals, (2) evaluate strategies and progress, and (3) help analyze findings from data collection efforts.

Cross Cutting Goals & Synergies

- Raise public awareness of work and health issues in CA
- Replicate successful components of California initiative
- Develop additional funding for initiative sustainment
- Affect policy making community

Crosscutting Evaluation Findings

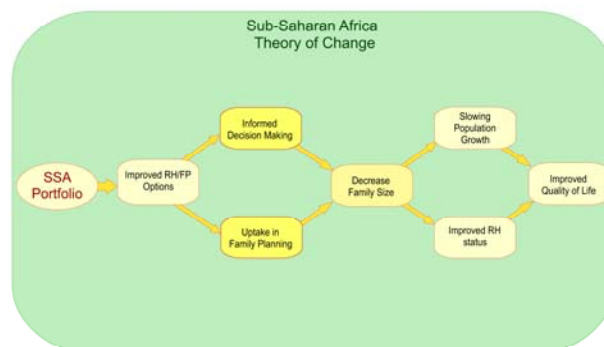
Winning New Jobs

Computers In Our Future

Health Insurance Policy Program

Future of Work & Health

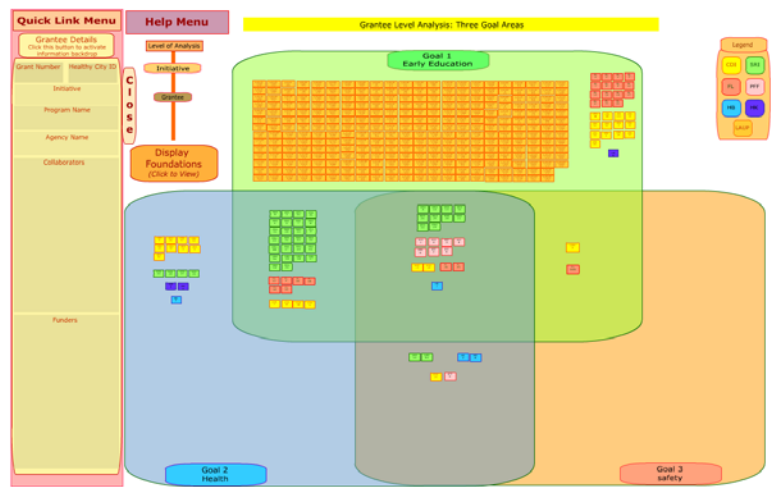
PACKARD FOUNDATION SUB-SAHARAN AFRICA THEORY OF CHANGE



DATA DISPLAY SYSTEM



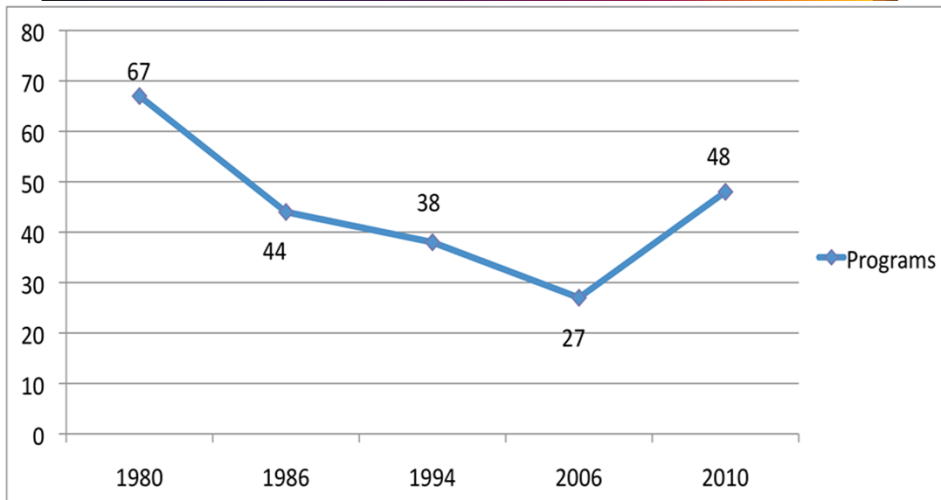
MORE COMPLEX DATA DISPLAY SYSTEM



10. Education, Professional Development, & Capacity Building

- Better Support and Coordination of University Programs
- Expansion of High Quality Professional Development
- A Strategic Focus on Capacity Building
- Sharing Evaluative Thinking with the Masses

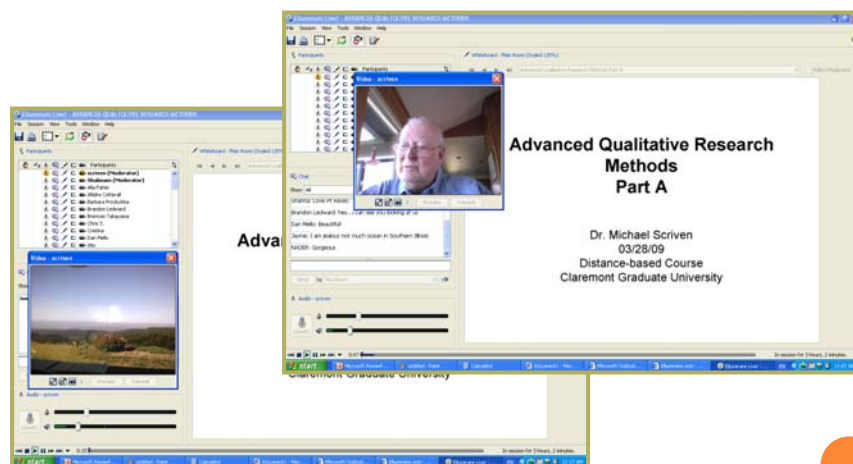
Number of University-based Evaluation Programs in USA



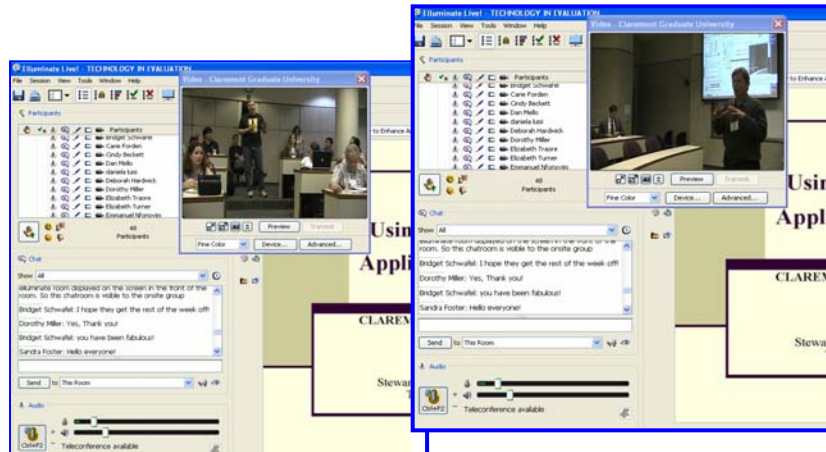
Additional University-based Evaluation Programs

- Canada
 - 10 programs offered in 2009
 - Plus a range of courses at various universities
- Europe
 - Approximately 12 programs operating in 2009
- Australasia
 - Many courses; The University of Melbourne
- Central/South America
 - Needs to be investigated

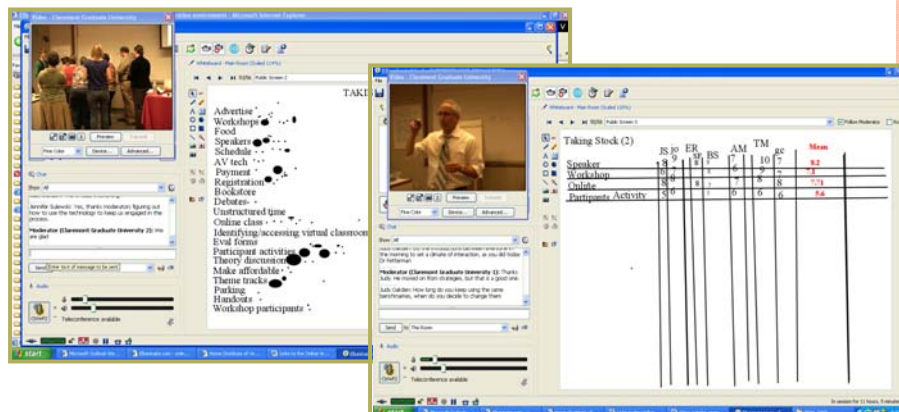
EXAMPLE 1: DISTANCE-BASED EVALUATION COURSE FOR ONLINE AUDIENCE ONLY



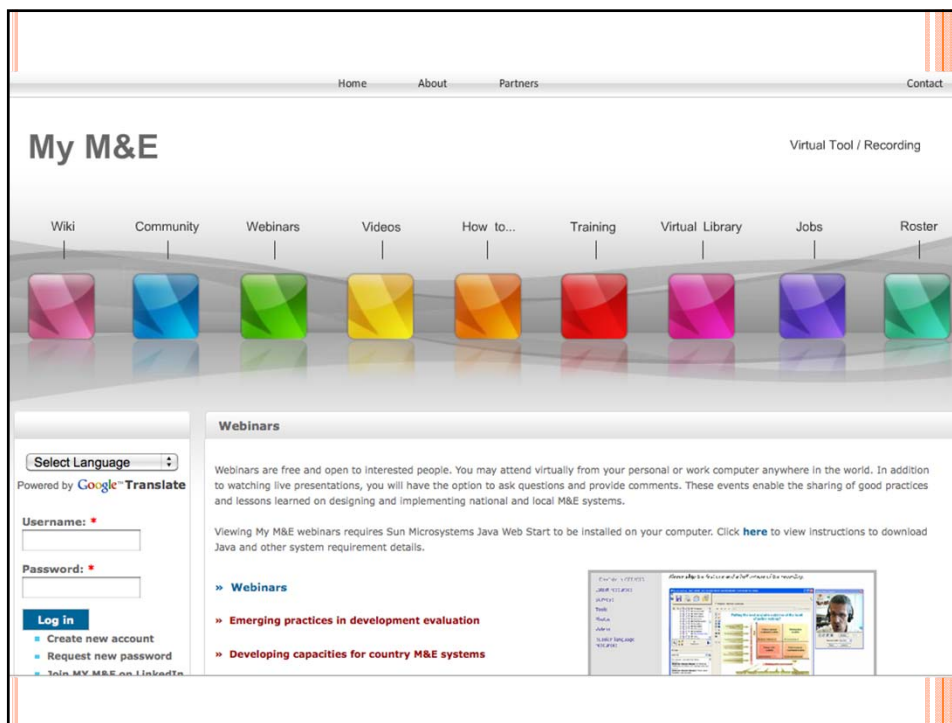
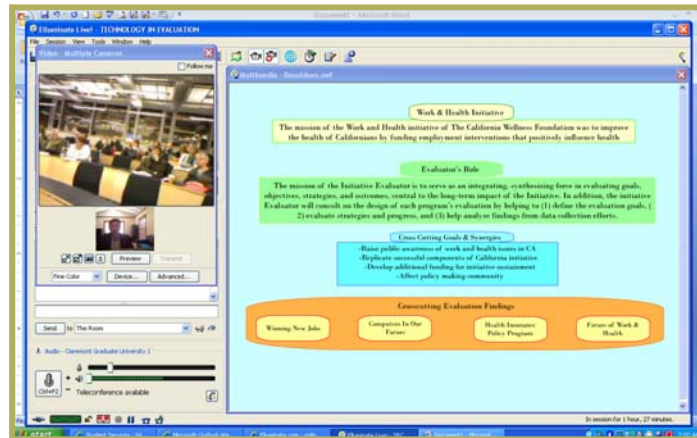
EXAMPLE 2: EVALUATION TRAINING FOR BOTH ONSITE AND ONLINE PARTICIPANTS



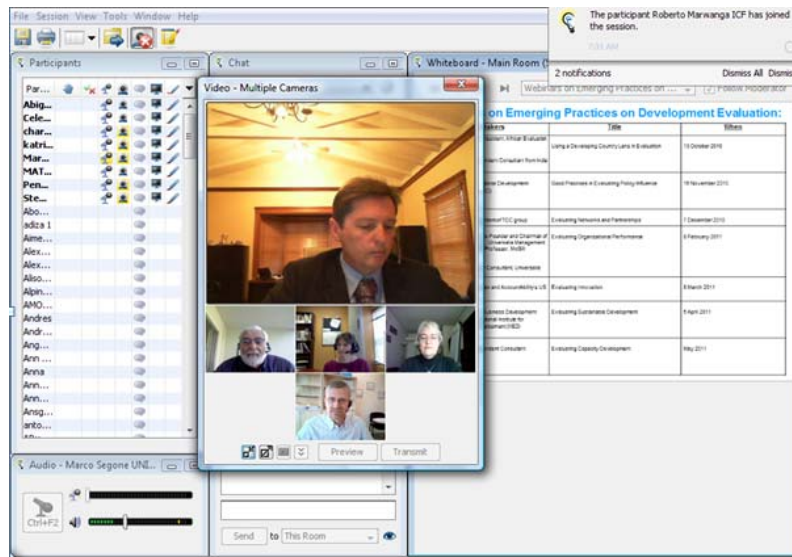
EXAMPLE 3: GROUP ACTIVITIES AND EXERCISES IN VIRTUAL CLASSROOM



EVALUATION PRESENTATION GIVEN IN SWEDEN WITHOUT LEAVING THE OFFICE



WEBINAR WITH GUESTS IN 5 DIFFERENT GEOGRAPHIC LOCATIONS



TIMELY & RELEVANT EVALUATIVE FEEDBACK

Please list the city and country that you are currently located in.

City

Country

What is your organizational affiliation?

- ☐ Government
- ☐ Civil Society
- ☐ Rockefeller Foundation
- ☐ Claremont Graduate University
- ☐ Another university
- ☐ UN/UNICEF/Multilateral Agency
- ☐ Bilateral Agency
- ☐ Consultant
- ☐ Other

Please indicate your level of agreement or disagreement with each of the following statements

	1 Strongly Disagree	2	3	4	5 Strongly Agree
The webinar content was relevant to my interests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The webinar content was useful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The webinar content was presented effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The presenter appeared knowledgeable about the webinar content	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Based on my experience today, I am likely to attend future webinars	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Based on my experience today, I am likely to recommend attending a webinar to a colleague	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The objective of this webinar is to give evaluators the opportunity to keep abreast of the latest international thinking on development evaluation. To what extent do you believe this objective was met in today's webinar?

- ☐ Fully
- ☐ Satisfactorily
- ☐ Partially
- ☐ Not at all

Based on your experience of today's webinar, how would you rate the session, overall?

- ☐ Outstanding
- ☐ Very Good
- ☐ Good
- ☐ Satisfactory
- ☐ Poor

Did you experience any technical difficulties during the webinar?

- ☐ Yes
- ☐ No

If yes, what technical difficulties did you experience during the webinar?

Did technical support staff assist you with your technical difficulties?

- ☐ Yes
- ☐ No
- ☐ I did not experience technical difficulties

Were your technical difficulties resolved to your satisfaction?

QuestionPro

WEBINAR EVALUATION

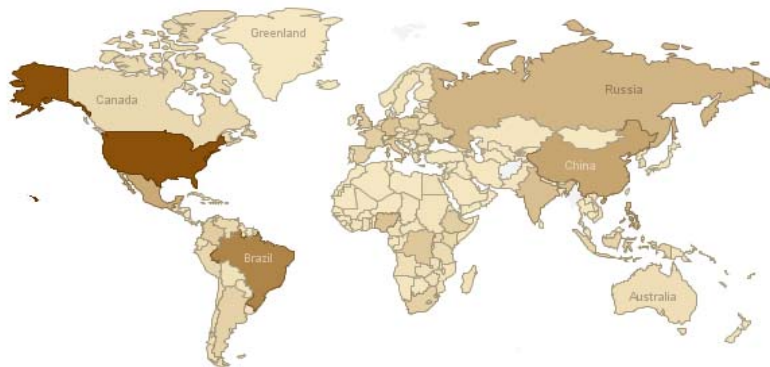
Overall Matrix Scorecard : Please indicate your level of agreement or disagreement with each of the following statements

Question	Score	1 Strongly Disagree	2	3	4	5 Strongly Agree
1. The webinar content was relevant to my interests	4.060	<div></div>				
2. The webinar content was useful	3.680	<div></div>				
3. The webinar content was presented effectively	3.735	<div></div>				
4. The presenter appeared knowledgeable about the webinar content	4.146	<div></div>				
5. Based on my experience today, I am likely to attend future webinars	4.100	<div></div>				
6. Based on my experience today, I am likely to recommend attending a webinar to a colleague	4.060	<div></div>				

Based on your experience of today's webinar, how would you rate the session, overall?

Answer	Percent	20%	40%	60%	80%	100%
Very Good	56.00%	<div></div>				
Good	28.00%	<div></div>				
Satisfactory	4.00%	<div></div>				
Poor	4.00%	<div></div>				

ENTIRE CLAREMONT-ROCKEFELLER WEBINAR SERIES



Predicting Our Future Influence



Or email: Stewart.Donaldson@cgu.edu

“The Best Way to Predict the Future
is to Create it” – Peter Drucker

AES 2011 has given me great confidence
about the CHOICES we will make to
Expand Evaluation’s Positive Influence in
the Years Ahead!

