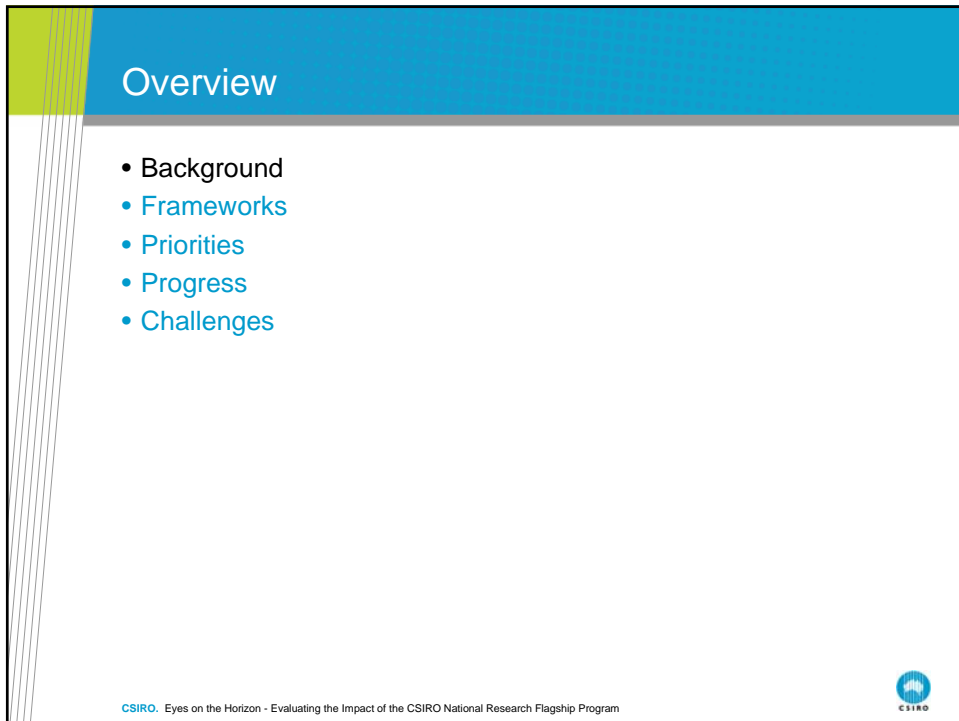


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Eyes on the Horizon

Evaluating the Impact of the CSIRO National Research Flagship Program

Tracy Henderson
Science Investment, Strategy & Performance
2 September 2009



Overview

- Background
- Frameworks
- Priorities
- Progress
- Challenges

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CSIRO National Research Flagships

- Commenced in 2003
- CSIRO Flagships assemble multidisciplinary teams from across the national innovation system to address Australia's major challenges and opportunities
- Total Flagship budget ~\$450m pa; CSIRO budget ~\$1b pa
- Total investment in Flagships to 2010-11 is expected to be close to \$2 billion.

- Prof Robin Batterham chaired an independent Review of the CSIRO Flagship Program in 2006 and concluded
"We came with open minds and left singularly impressed".
"Flagships offer the most promising mechanism yet to drive large-scale activity addressing National Research Priorities in a collaborative, cooperative and intensively managed manner."

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CSIRO National Research Flagships

Flagship	Start date	Annual budget 2009/10
Climate Adaptation	2007/08	\$30m
Energy Transformed	2002/03	\$35m
Food Futures	2002/03	\$50m
Light Metals	2002/03	\$37m
Minerals Down Under	2007/08	\$50m
Future Manufacturing	2007/08	\$30m
Preventative Health	2002/03	\$38m
Sustainable Agriculture	2009/10	\$55m
Water for a Healthy Country	2002/03	\$90m
Wealth from Oceans	2002/03	\$74m

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CSIRO Strategic Framework – Success Measures

Delivering results with relevance and impact in areas of importance for Australia:

- Economic, social and environmental benefits such as new products and services
- Significant progress towards achieving National Research Flagship goals
- Increasing commercial use of CSIRO intellectual property assets and delivery of client reporting.

Performing high quality science:

- Scientific output is high, eg. as indicated by the number of peer reviewed publications and citations
- Independent assessment of our science capability and quality
- Sustainable and accessible infrastructure; and delivering quality school (student, teacher) and postgraduate education and training support.

Impact

Relationships

Building and maintaining strong relationships with customers, partners, staff and other stakeholders:

- Continuously improving CSIRO customer and partner feedback
- CSIRO staff satisfaction continuing to exceed international benchmarks
- Superior Health, Safety and Environmental performance.

Science

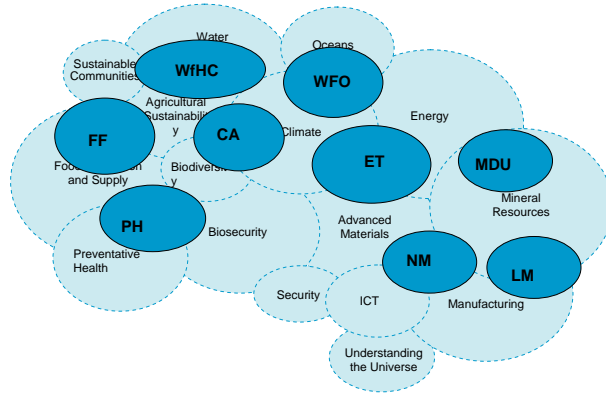
Resources

Effective resourcing of activities:

- Optimal revenue per researcher in real terms
- Our workforce profile continues to be aligned with strategic initiatives
- Continue priority investments in science.



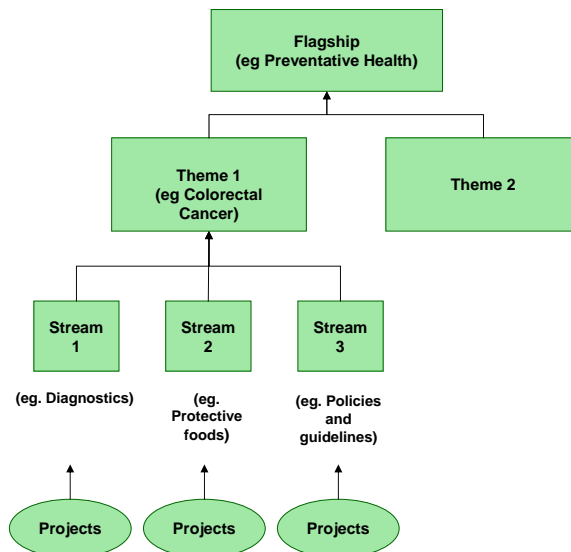
Outcome Domains & Flagships



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Flagship Research Structure



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Priorities

- Coordinate a program level approach to rigorous impact assessment for the National Research Flagship Program
- **Why?**
 - To demonstrate the impact of the *whole* Flagship Program - this may be greater than the sum of the 10 individual Flagships
 - To extract greater value from expenditure on Impact Assessment – improve linkages between planning, monitoring and impact assessment
 - To enhance performance of the CSIRO Flagship Program
- **Improved linkages between**
 - Planning for Impact
 - Monitoring for Impact
 - Demonstrating Impact



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Progress

- Clarificative evaluation completed by some Flagships
Program Logic / Path-to-Impact clarified for:
 - P-Health
 - Water for a Healthy Country
 - Others
- Monitoring evaluation completed at the Enterprise level
 - Theme Statements
 - Roadmap
- Impact evaluation done on a rolling cycle
 - Review of each Flagship ~ every 4 years



Lessons

- **Detail complexity**
 - Type of benefit – economic, environmental, social, preparedness
 - Outcome audience – industry, community
 - Type of research – blue-sky, applied
 - Field of research – disciplinary areas
 - Approach – Transfer of Technology, Participatory Action Research
- **Dynamic complexity**
 - Change is constant
- **Tensions**
 - Conformance vs performance objectives
 - Enterprise level view (top-down) vs project level view (bottom-up)
 - Standard framework vs horses for courses

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Impact assessment work must...

- **Make sense of complexity**
 - Detail
 - Dynamic
 - Embrace complexity, rather than ignore it
- **Inform decisions**
 - Externally by Government
 - Internally by CSIRO Executive Team and Board
 - Internally by the troops
- **Do more than justify existence... we must learn and improve**
 - Feedback loops
 - Greater bang for our buck

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Challenges

- Achieve integration in a complex system
- Shift the culture from accountability to continuous improvement
- Balance the need for enterprise-level framework while accommodating diversity



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Thank you

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