EVALUATION

WHAT IS THE VALUE IN THE BOX?

PANEL	STAKEHOLDER GROUP
Geoff Gallop AC	Elected political representatives
Simon Smith	Public sector executives
Jonathan Wheaton	Public sector program managers
Nicholas Gruen	The Public Interest
William Murphy	“Deliverology” (delivery vs content)
Lyn Alderman	Public sector evaluators

MODERATORS

Laurence Denholm and Anthea McClintock

Slido #S305 Questions and Poll

PANEL SESSION OBJECTIVE:

Key Question: In a rapidly paced policy cycle, what is necessary for evaluation to make a more valuable contribution to improving policy and program design and delivery in the public sector?

1. What are the limitations to greater adoption of evaluation?
2. What is needed to overcome the limitations?
3. Further ideas including priorities for action.

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WHAT IS LIMITING THE ADOPTION OF EVALUATION?

1. Convincing Governments to have a comprehensive system of evaluation – different styles of government: strategic or events management, long-term or short-term. *Always remember who's sitting at the Cabinet table of decision - the ideologues, vested interests, populists, the evidence and leaders looking to put it all together.*
2. Ensuring it is a good system – problems due to:

   (a) information availability and timelines

   (b) too top down – what about the citizens and consumers?

Geoff Gallop

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WHAT IS NEEDED TO OVERCOME THESE LIMITATIONS?

1. Juries and assemblies to better find public interest. (Is consultation money being spent effectively?)

2. Engage with Ministers on evaluation. Generally, but more specifically in relation to budget submissions, to Expenditure Review Committee. It's the big one every year!!

Geoff Gallop

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WHAT ARE THE PRIORITIES FOR ACTION?

1. Remember - it's not just about efficiency and effectiveness, but also ethics. Be clear on expectations here.

2. Who evaluates the evaluators?

Geoff Gallop

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WHAT IS LIMITING THE ADOPTION OF EVALUATION?

1. Information that decision-makers trust (or not).
2. Chasm between timelines of evaluators and decision-makers.
3. Open minded re-prosecution of problems versus reality of defensive box ticking.

Simon Smith

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WHAT IS NEEDED TO OVERCOME THESE LIMITATIONS?

1. Include fresh and more diverse perspectives (non-elite, social media, big data).

2. Earlier or quicker advice.

3 Evaluation in policy context (ie subject is not an island).

Simon Smith

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WHAT ARE THE PRIORITIES FOR ACTION?

1. Stewarding and accessing broad administrative datasets.
2. Increasing analytical and big data capabilities.
3. Clarity of purpose and scope – realism.

Simon Smith

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WHAT IS LIMITING THE ADOPTION OF EVALUATION?

1. All care, no responsibility.

2. Customer experience / engagement.

Jonathan Wheaton

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WHAT IS NEEDED TO OVERCOME THESE LIMITATIONS?

1. Co-design where pragmatism rules.

2. Positive reinforcement over broadcasting shortcomings.

3. Simplify the narrative.

Jonathan Wheaton

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WHAT ARE THE PRIORITIES FOR ACTION?

1. Go hard, go early, go households.

Jonathan Wheaton

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WHAT IS LIMITING THE ADOPTION OF EVALUATION?

1. Lack of demand (evaluation isn't an announceable).

2. Lack of supply (evaluation is difficult, hard to codify and those delivering programs aren't necessarily well suited to it).

3. Lack of alignment of incentives. Even when supplied, the 'messaging' from evaluation will be 'managed'.

Nicholas Gruen

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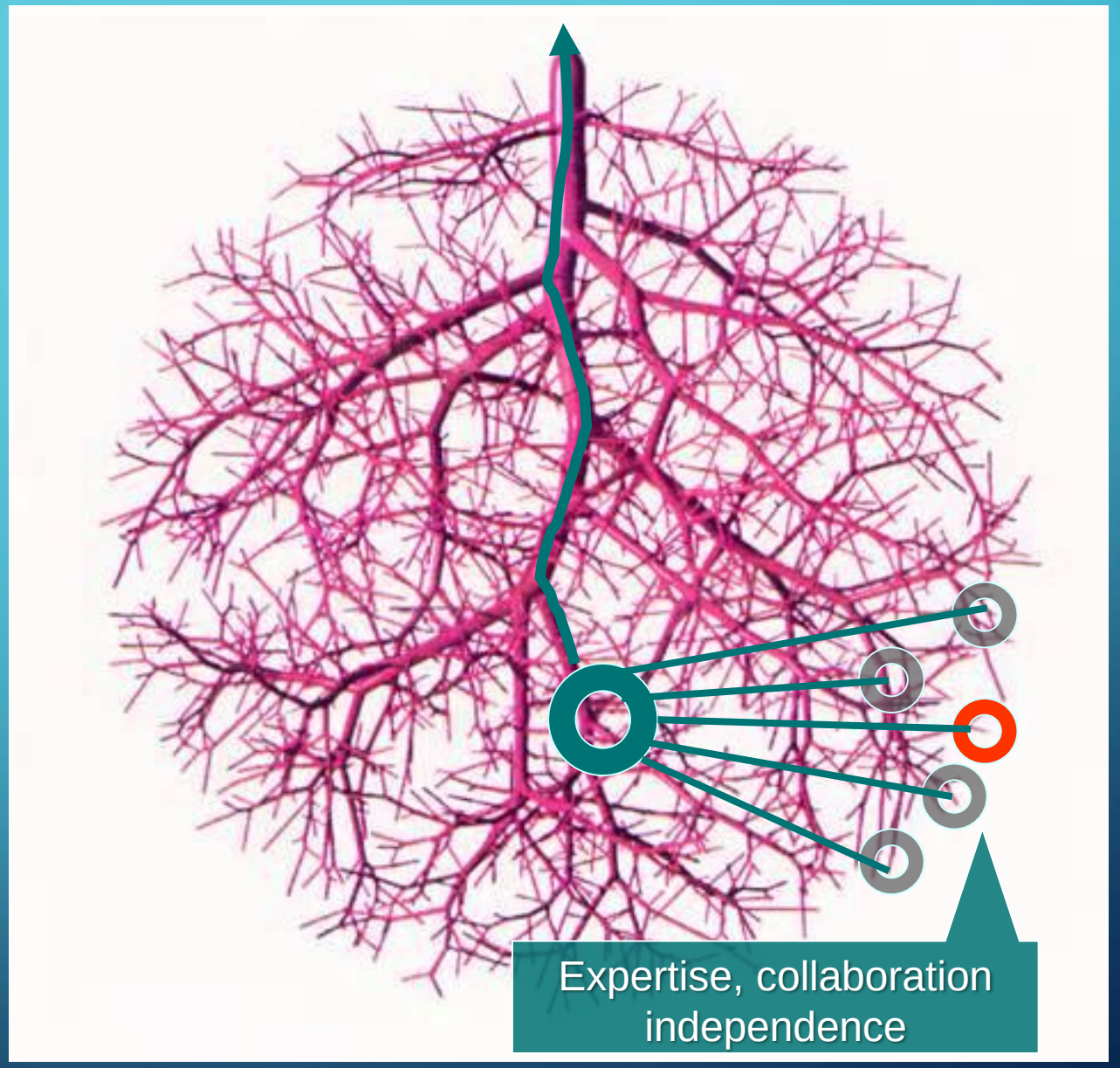
WHAT IS NEEDED TO OVERCOME THESE LIMITATIONS?

TWO COMPLEMENTARY SYSTEMS FOR DELIVERING PUBLIC GOODS

WHAT ARE THE PRIORITIES FOR ACTION?



Nicholas Gruen

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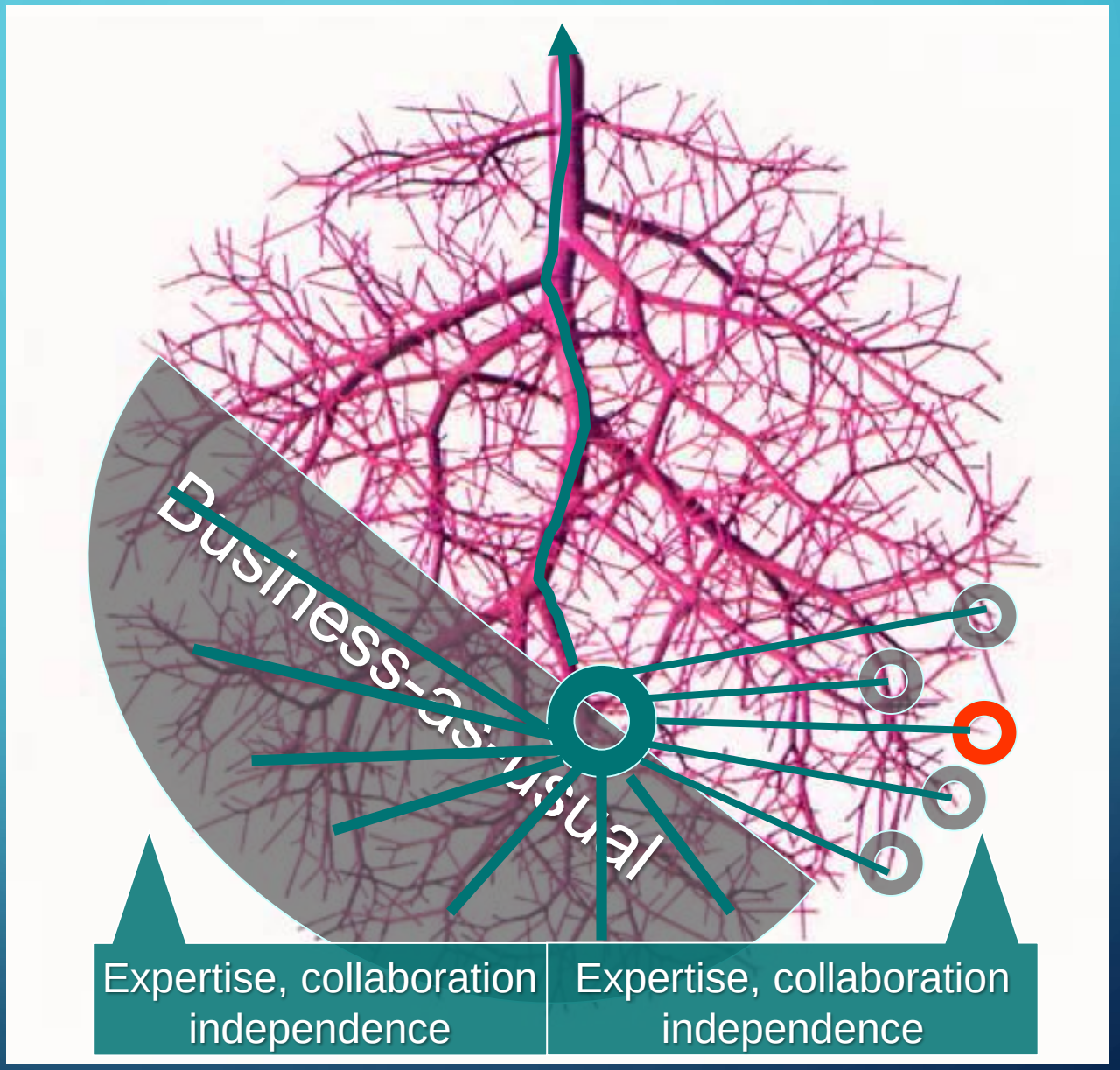

Nicholas Gruen

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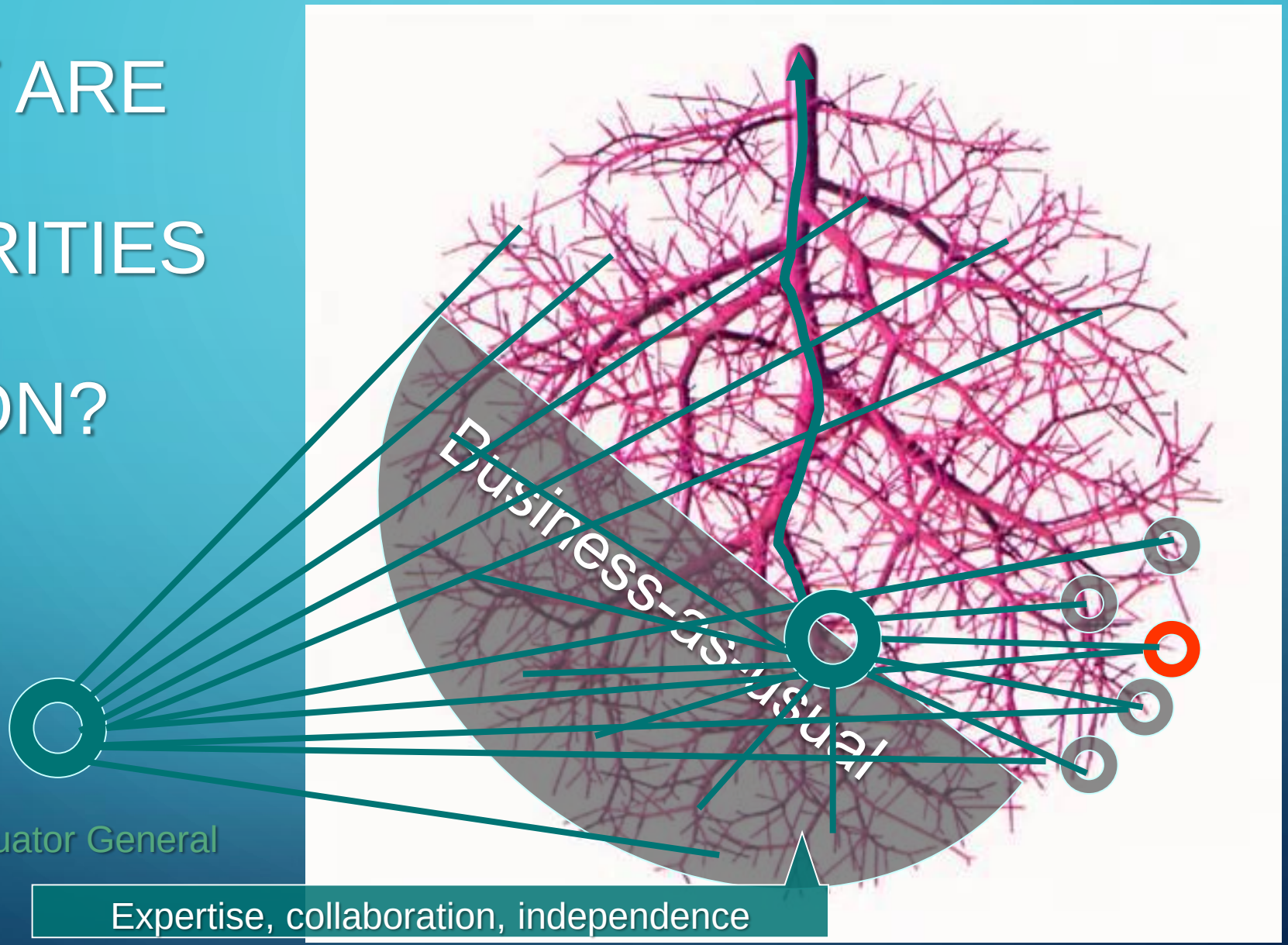

Nicholas Gruen

WHAT IS LIMITING THE ADOPTION OF EVALUATION?

1. Traditional evaluation conducted too late to deliver citizen impact – can lead to perception that cost of evaluation outweighs value

2. Lack of quality data, short time horizon, and narrow perspective – can lead to perception that evaluation results disconnected from practical delivery

3. Outsourced evaluation misses opportunity to invest in the delivery team

William Murphy

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WHAT IS NEEDED TO OVERCOME THESE LIMITATIONS?

1. Shift in mindset to continuous improvement and learning by doing with a focus on outcomes for citizens

2. Inform continuous improvement with real-time data supported by frontline engagement

3. Build the above into the delivery team

William Murphy

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WHAT ARE THE PRIORITIES FOR ACTION?

1. Build data, insights, fieldwork, continuous improvement capability in our delivery teams

2. Leaders to focus on demonstrated outcomes rather than process checking

3. Recognise and reward continuous improvement based on insights

William Murphy

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WHAT IS LIMITING THE ADOPTION OF EVALUATION?

1. Whether it is internal, external or delegated, evaluation requires funding.

2. The cost of evaluation is set by suppliers (costs to government or to non-profit are different).

3. Anyone can put up their hand and say 'I am an evaluator'.

Lyn Alderman

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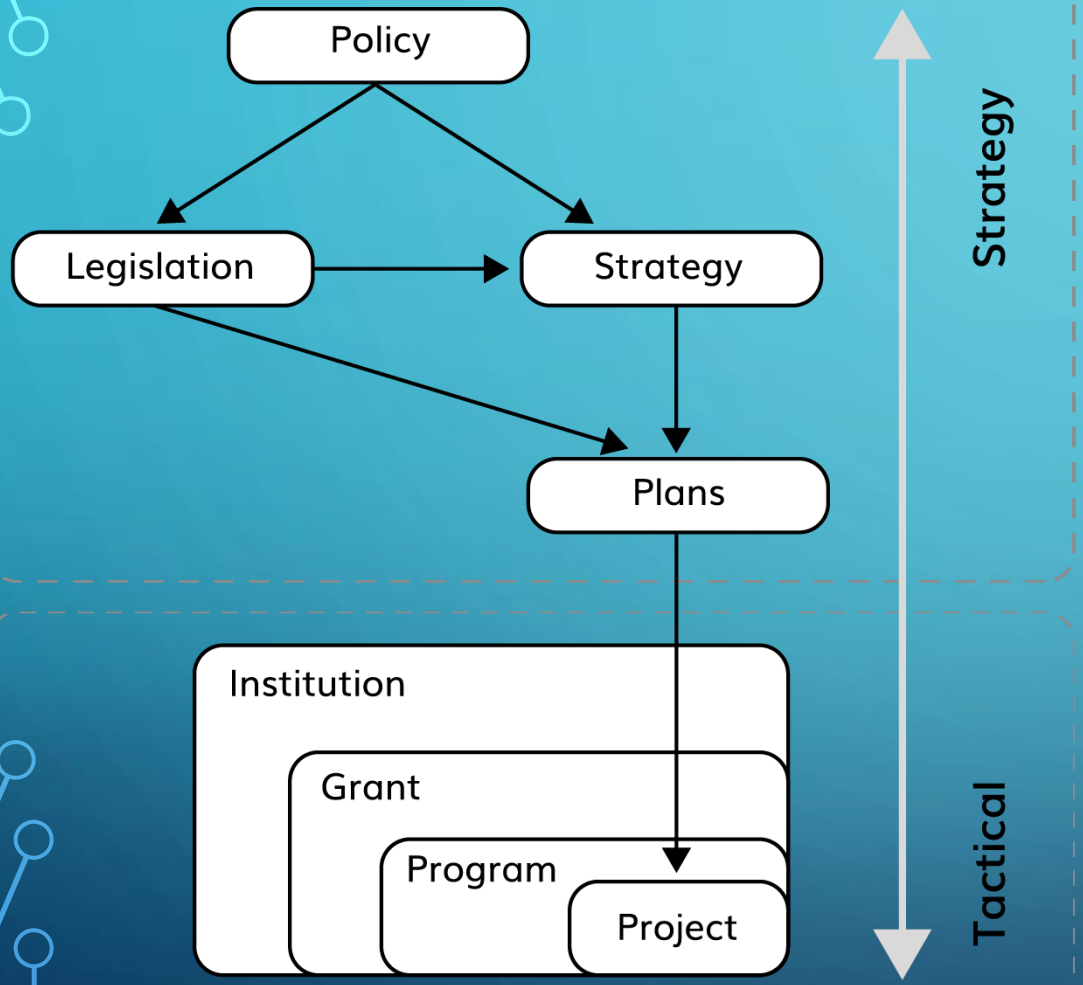
WHAT IS NEEDED TO OVERCOME THESE LIMITATIONS?



1. Block funding by the Department of Finance against all grants and programs to recognise the value of evaluation as an asset.
2. Government in higher education previously prescribed the levels of appropriate evaluation and set parameters for costs for grants.
3. Government could set standards for evaluation and evaluators.

Lyn Alderman

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WHAT ARE THE PRIORITIES FOR ACTION?

1. Evaluation is valued, promoted and funded as an asset across three levels of government (Commonwealth, States and Territories and Local).

2. A multi-level approach to evaluation is adopted across government (internal, external and delegated).

3. A multi-level approach to evaluation capacity-building by partnering with -

   Universities to offer formal qualifications in evaluation,

   AES to develop formal registration requirements for evaluators who work with government, and

   Service providers to build their evaluation capacity.

Lyn Alderman

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PANEL DISCUSSION

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Enter your questions on Sli.Do.
Questions, not statements, please.
Please complete the Sli.Do POLL at the conclusion of the Panel Session

Loading of new Sli.Do Questions will finish and the Sli.Do Poll will commence at 12:20 pm

SLI.DO POLL

Which THREE of the following are most important to the improvement of public policy through program evaluation?

1. Embedding evaluation results into the budget cycle process.
2. Creation of an authorising environment for evaluation.
3. Promotion of the value proposition for evaluation in public policy.
4. Evaluation more informed by broader policy contextuality and political reality.
5. Appointment of an independent Evaluator-General.
6. More emphasis on policy delivery ("deliverology") rather than process evaluation, maintaining focus on outcomes evaluation.
7. Funding security through specific block funding for evaluation in the budget.
8. Standards, governance rules, quality frameworks, evaluator accreditation.
9. Co-design, participatory evaluation (learning and improvement vs accountability).
10. Big Data integration.
11. "Evaluation ready" requirement for new policy proposals.
12 Publicaion of evaluation reports is the norm, few exceptions

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THANK YOU