

2015 AES INTERNATIONAL
EVALUATION CONFERENCE

Finding Courageous Clients

JOANNA FARMER

5 SEPTEMBER 2015



*evidence
solutions
advice*

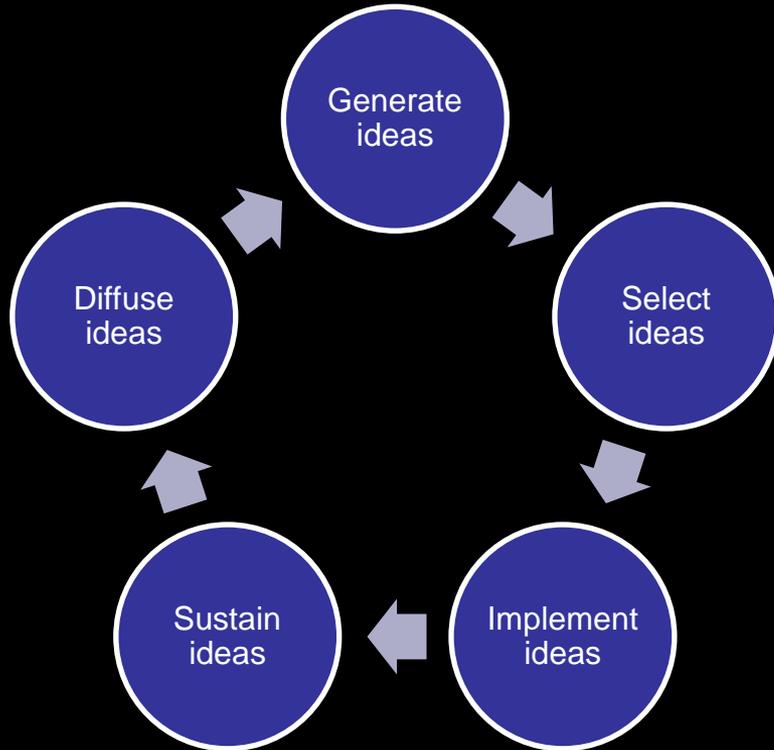


Why is innovation important?

- Deliver insights on a program
- Lead to more effective evaluation processes
- Improve engagement in the evaluation
- Develop the evaluation discipline
- Keep the work interesting

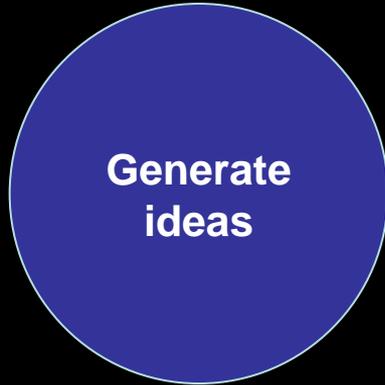


Barriers to the innovation cycle



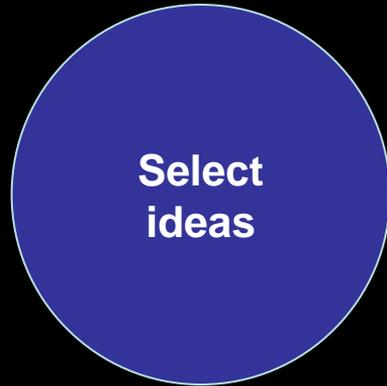
Source: *Empowering change: Fostering innovation in the Australian Public Service (2010)*

Barrier to the innovation cycle: Generating ideas



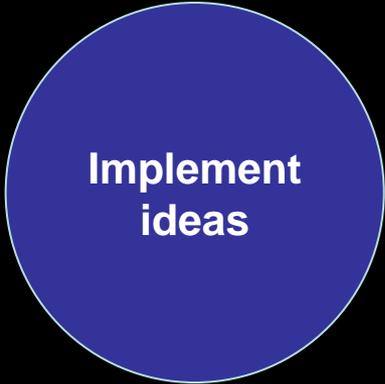
- Why change what works?
- Different understandings of what is 'new'
- Competitive market conditions tend to conservatism

Barrier to the innovation cycle: Selecting ideas



- Clients are spending public money
- Accountability unbalances the risk/reward ratio
- Even when the risk is not real, the *perception* of risk can be enough
- Acceptability of findings

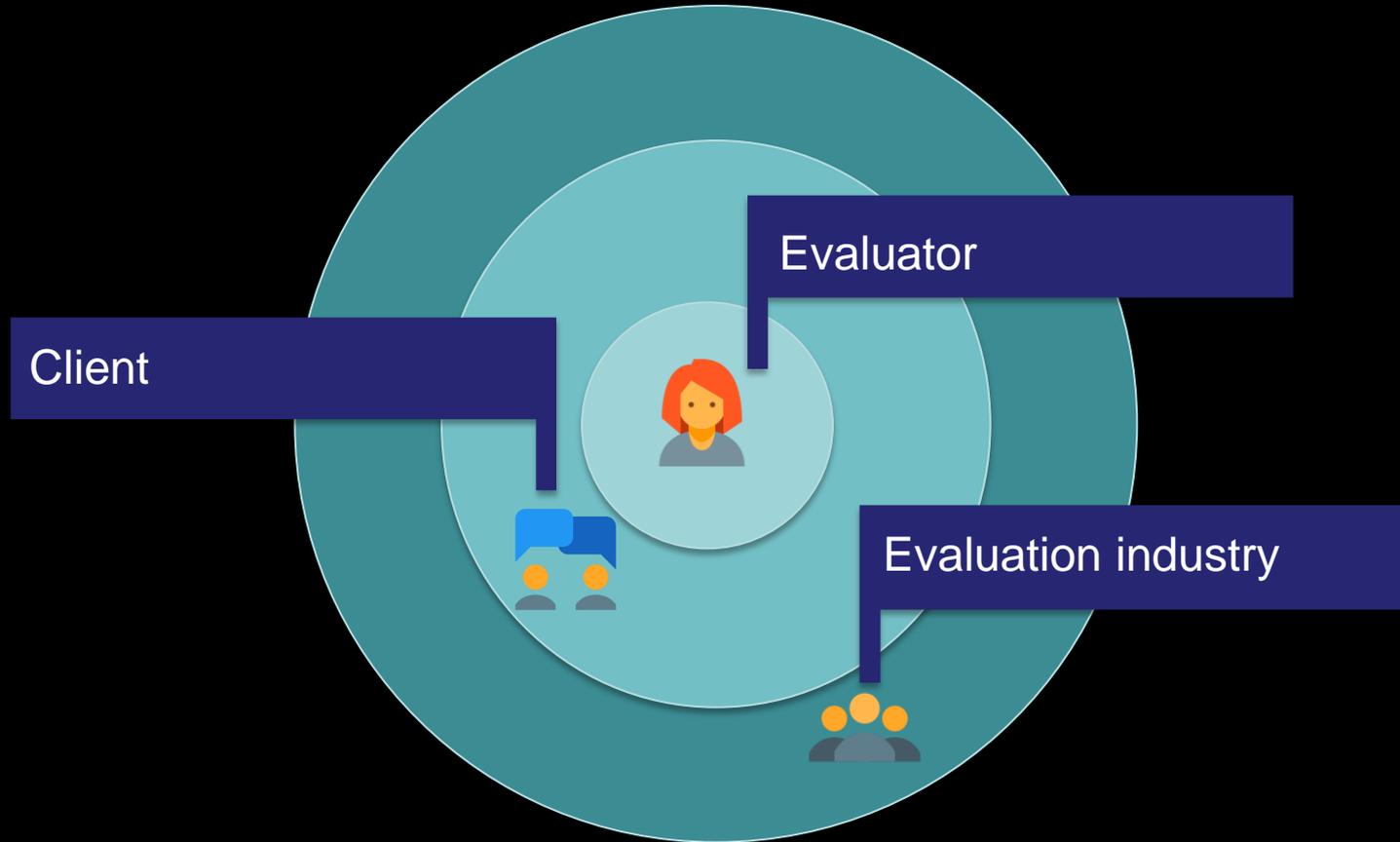
Barrier to the innovation cycle: Implementing ideas



**Implement
ideas**

- Implementation costs are hidden because innovation is new
- Innovations often has costs that take time to manage

Creating a courageous climate



Addressing the barriers to implementation: the evaluator



- Why change what works?
- Competitive market constraints
- Project management costs
- Trust and openness with client
- The power of persuasion
- Partner with other experts
- Effective project management

Addressing the barriers to implementation: the client



- Accountability risks
- Limited rewards
- Evaluation is a journey of improvement – not just a funding requirement
- Value innovation in selection
- Understand the needs and perspectives of stakeholders and program users
- Have faith in your evaluator

Addressing the barriers to implementation: the evaluation industry



- Information sharing channels and communities of practice
- Educate clients and stakeholders
- Make room for other disciplines
- Different understandings of what is new
- Acceptability of findings

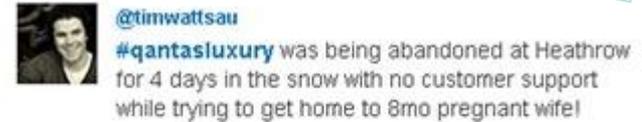
Example: live online feedback

- Risks to client and to the evaluator
 - reputation
 - managing levels of engagement
- But high potential reward
 - real-time engagement
 - let users guide the evaluation



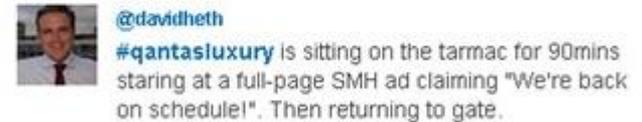
@QantasAirways
Qantas Airways

To enter tell us 'What is your dream luxury inflight experience? (Be creative!) Answer must include #QantasLuxury.TCs qantas.com.au/travel/airline...



@timwattsau

#qantasluxury was being abandoned at Heathrow for 4 days in the snow with no customer support while trying to get home to 8mo pregnant wife!



@davidheth

#qantasluxury is sitting on the tarmac for 90mins staring at a full-page SMH ad claiming "We're back on schedule!". Then returning to gate.