

2015 AES INTERNATIONAL
EVALUATION CONFERENCE

Finding Courageous Clients

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*evidence
solutions
advice*

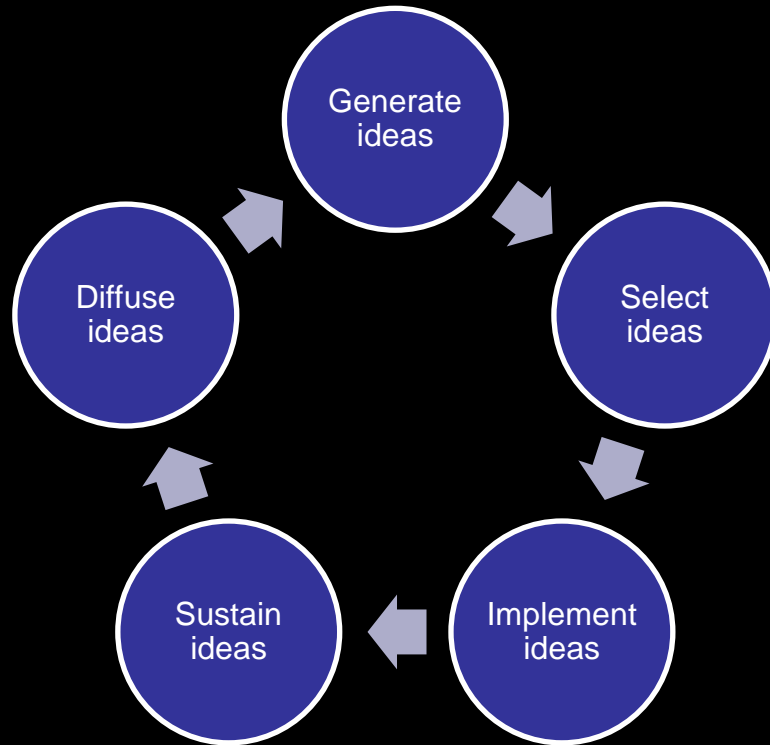


Why is innovation important?

- 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



**Generate
ideas**

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

Barrier to the innovation cycle: Selecting ideas



Select
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

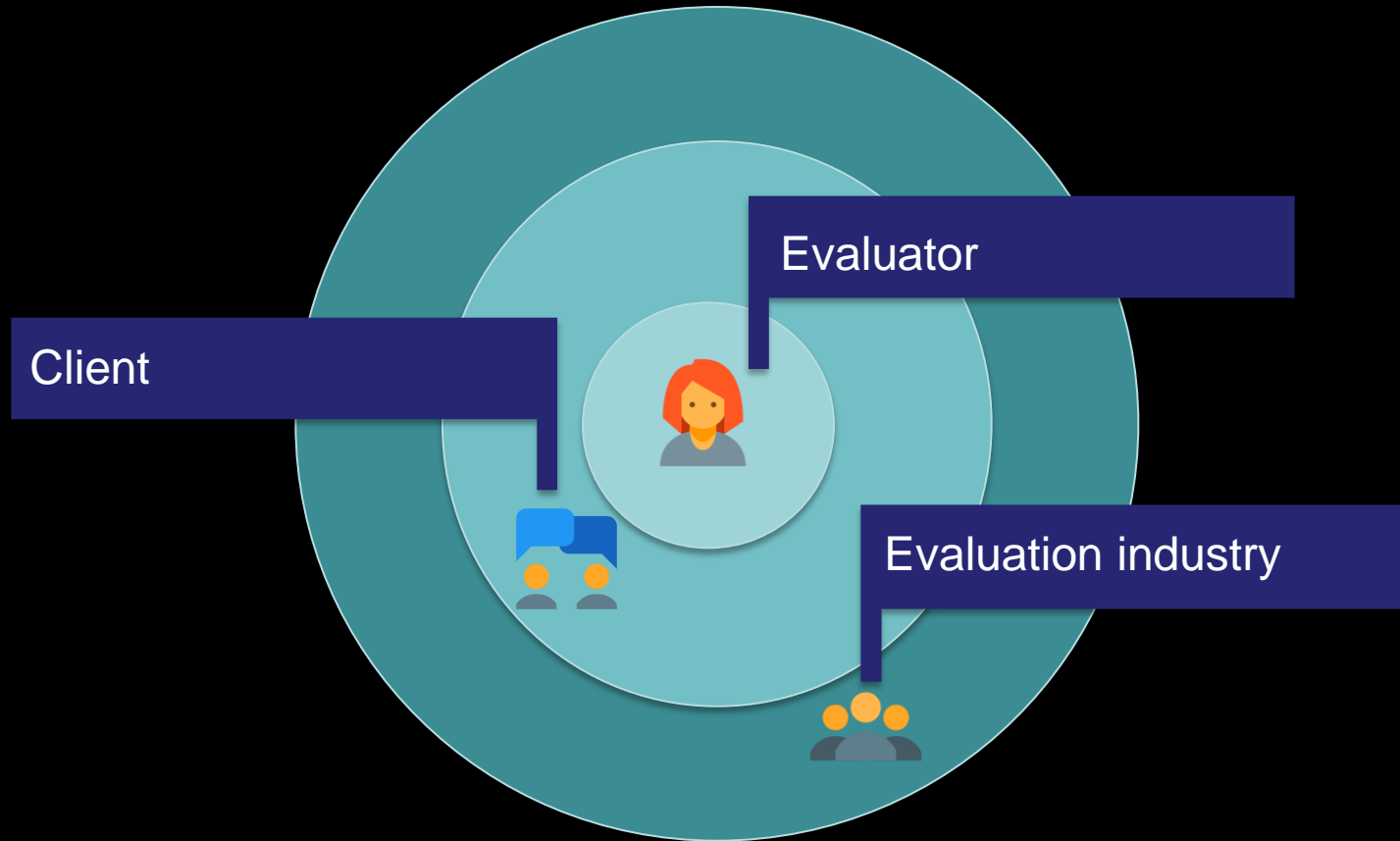
Barrier to the innovation cycle: Implementing ideas



**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

