

2015 AES INTERNATIONAL  
EVALUATION CONFERENCE

# Finding Courageous Clients

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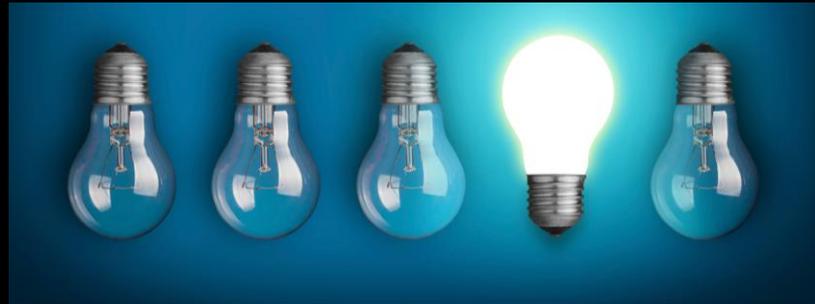


*evidence  
solutions  
advice*

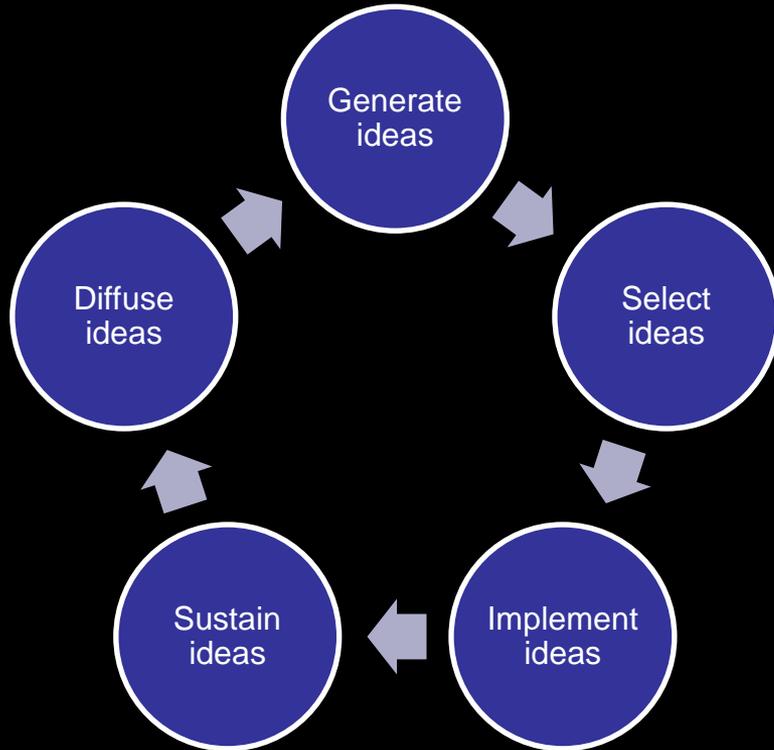


## Why is innovation important?

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

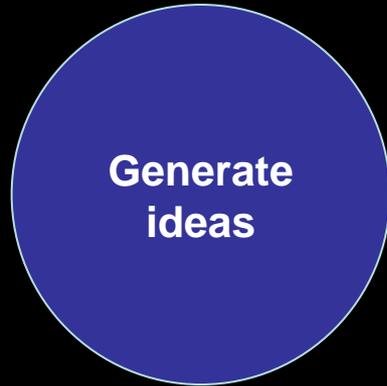


# Barriers to the innovation cycle



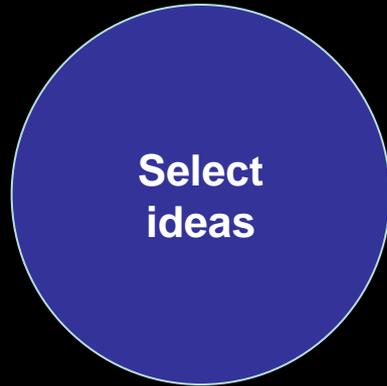
Source: *Empowering change: Fostering innovation in the Australian Public Service (2010)*

## Barrier to the innovation cycle: Generating ideas



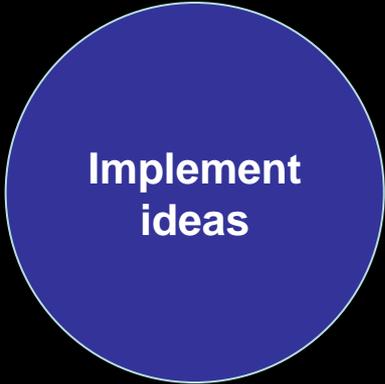
- Why change what works?
- Different understandings of what is 'new'
- Competitive market conditions tend to conservatism

## 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

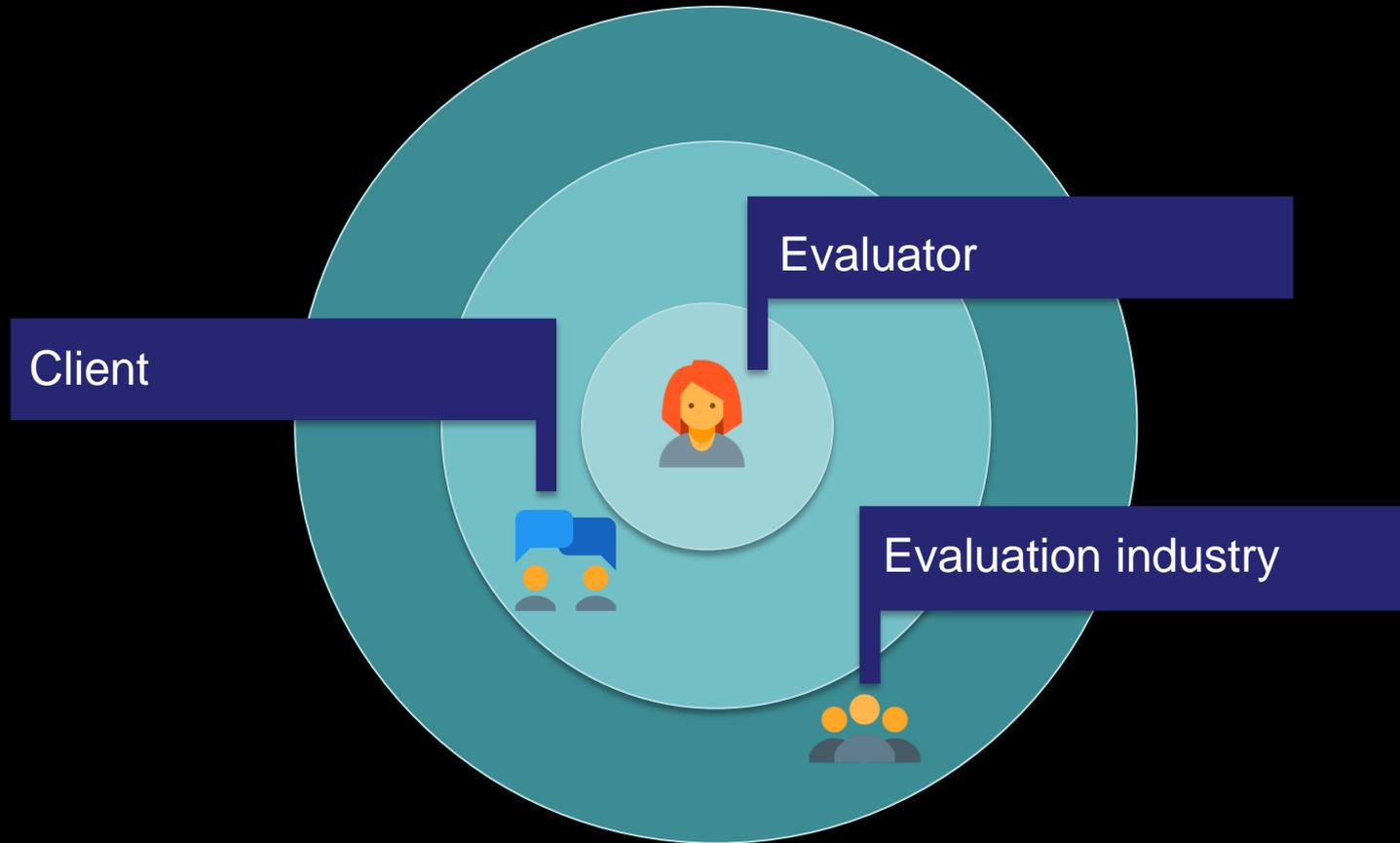
## Barrier to the innovation cycle: Implementing ideas



**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

