



Evaluation Building Immigration



Australian Government
Department of Immigration
and Border Protection

Building evaluation capacity in the Department of Immigration and Border Protection

Deputy Secretary Wendy Southern PSM

Measuring success



"Yes, it's quite a noise - but are we having any impact?"



Strategic objectives of evaluation capacity building

- Organisation
 - Improve coordination and management of evaluation
- Culture
 - Embed a strong and sustainable evaluation culture
- Capability
 - Build the evaluation capabilities of staff
- Support
 - Ensure access to necessary resources and support for evaluation
- Quality
 - Enhance the quality of programme management and decision making through effective use of evaluation

ECB programme logic

ACTIVITIES	OUTPUTS	IMPLEMENTATION OUTCOMES	SHORT-TERM OUTCOMES	INTERMEDIATE OUTCOMES	LONG-TERM OUTCOMES
<ul style="list-style-type: none"> • Strategy & policy developed • Training (F2F and eLearning) • Mentoring • Advice & assistance • Network • Database • Website • Toolkit • Newsletter • Advisory Group • Mapping skills 	<ul style="list-style-type: none"> • ECB strategy & policy • Schedule • Toolkit • Newsletter • Website • Training delivered • Survey of skills • Evaluations completed • Advice & assistance given • Quality reviews 	<ul style="list-style-type: none"> • Strategy endorsed • Management support • Resourcing established • Staff participation • Activities targeted 	<ul style="list-style-type: none"> • Policy adopted • Improved comms • Community of practice • Access to support • Advanced staff skills • Increased staff confidence 	<ul style="list-style-type: none"> • Improved practice • Annual schedule • Better coordination • Informed staff • Increased staff commitment 	<ul style="list-style-type: none"> • Strong & sustainable culture • Improved policy & programme design • Increased use of evaluation findings
ASSUMPTIONS					
<ul style="list-style-type: none"> • Senior management support & funding 					
EXTERNAL FACTORS					
<ul style="list-style-type: none"> • Government support 					

DIBP organisational maturity model

Domain	Beginning	Developing	Embedding	Leading
Leadership				
Culture of evaluation				
Management of the evaluation function				
Staff capability				
Programme evaluation				
Information systems				
External relationships				



Areas for action

- Mapping evaluation activity and capacity
- Define evaluation, research, quality assurance, audit
- Further enhance training, including for senior staff
- Improve data use and quality
- Review evaluation quality