

Institutional Evaluations:

Mapping systems to draw attention to unmet needs, service gaps, and options for policy and service development

Presentation by Geoff Stone and Robin Peace
for the Pathways Conference
Auckland, 8 February 2018

KEY ELEMENTS of this presentation



In working with English Language Partners New Zealand and the New Zealand Police we have sought to take a Developmental evaluation approach. This means seeking to:

- understand the service ecology
- identify and quantify revealed needs and challenges
- highlight options to reconcile misaligned policies and services to address unmet needs

Visual tools are very helpful for exploring these abstract ideas and focusing attention on the most important aspects to support decision-making.

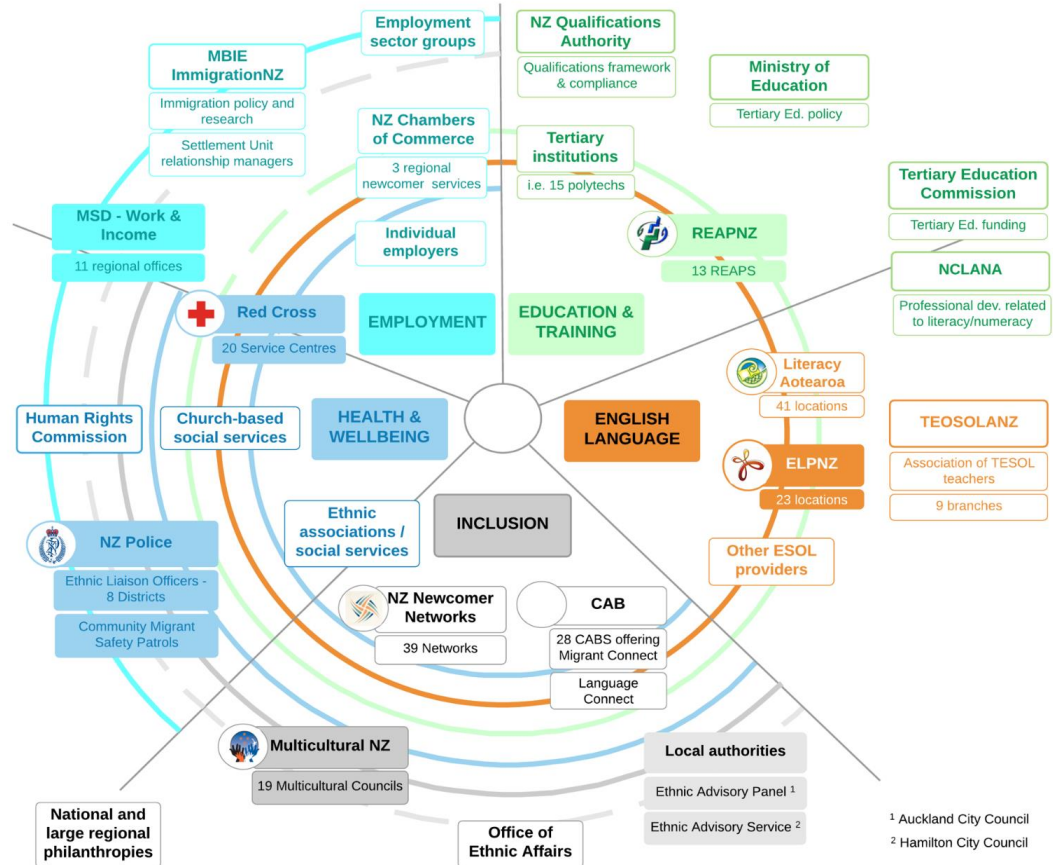
Mapping the **ECOLOGY**



Example: a map of the **settlement service ecology** organised by New Zealand Settlement Strategy outcomes

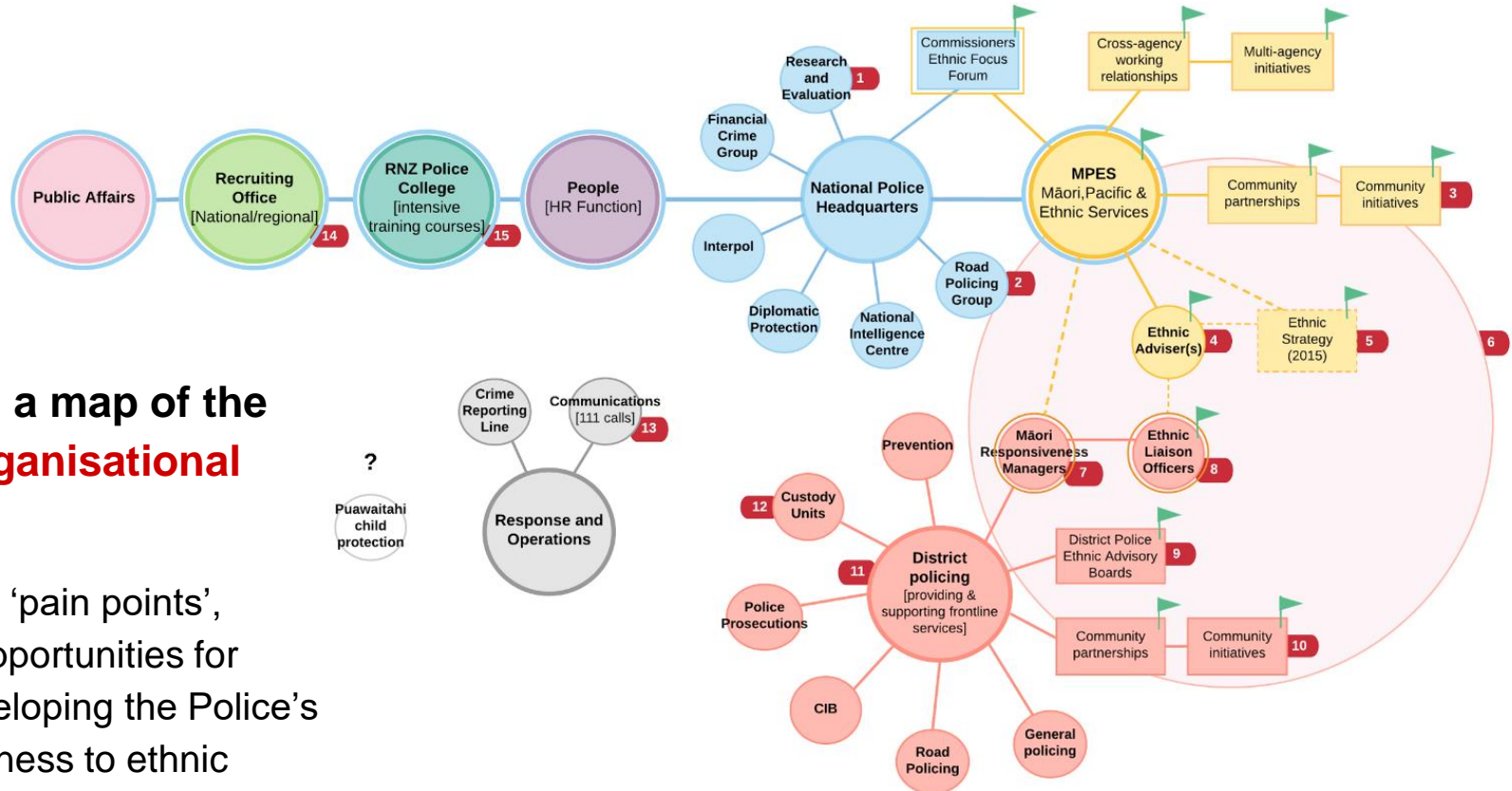
This allowed us to show:

- how complex and significantly disorganised the service ecology is, and
- that ELPNZ works across all settlement outcomes but is funded by government as if it is primarily a language school



¹ Auckland City Council
² Hamilton City Council

Mapping the **ECOLOGY**



Example: a map of the **police organisational ecology**

This shows ‘pain points’, and thus opportunities for further developing the Police’s responsiveness to ethnic people and communities

About REVEALED NEEDS / CHALLENGES



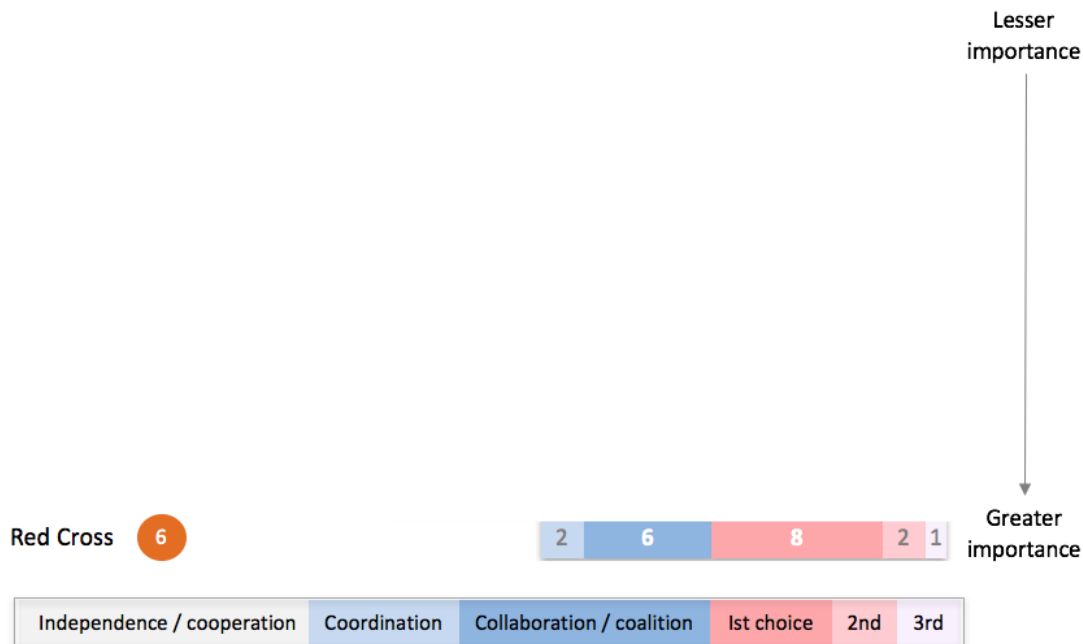
Example of a chart identifies an important working relationships for ELPNZ

22 ELP centre managers and the CE were surveyed.

Desire for improved relationship | Closeness of working relationship | Importance of relationship

Relationships to develop

- High priority** (Red circle) Most selected
- Moderate priority** (Orange circle) Some selected
- Heightened priority** (Orange circle with border) Evaluator identified
- Evaluator identified** (White circle with border)



About REVEALED NEEDS / CHALLENGES

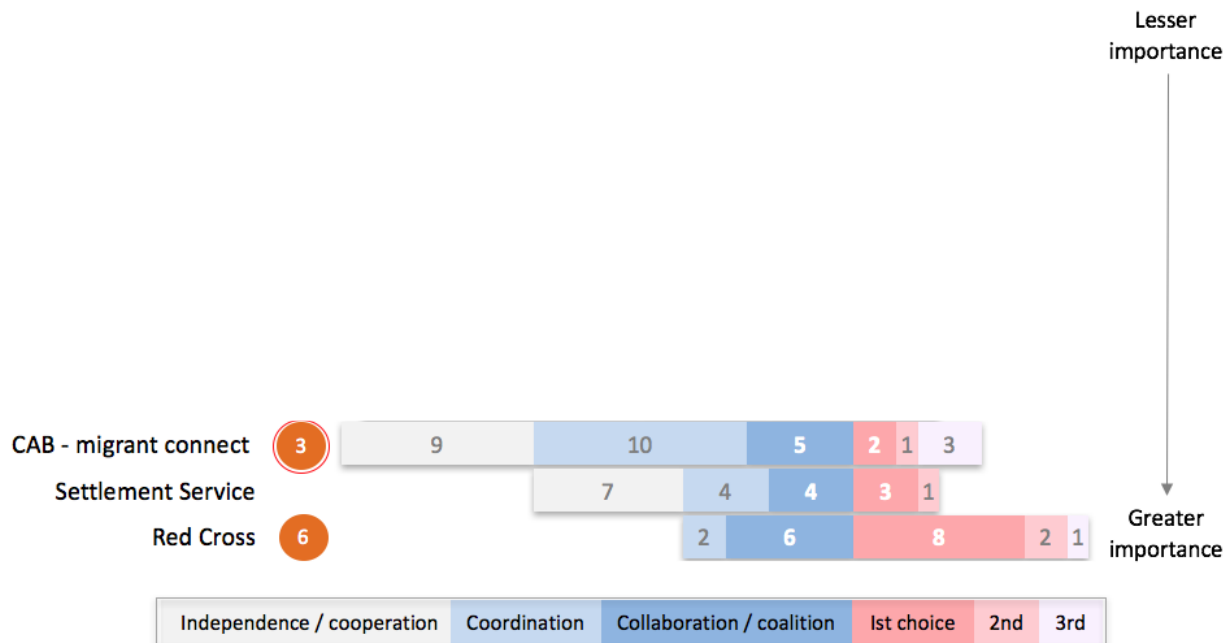


Showing assymetry in working relationships

Desire for improved relationship | Closeness of working relationship | Importance of relationship

Relationships to develop

- High priority** ●
Most selected
- Moderate priority** ●
Some selected
- Heightened priority** ●
Evaluator identified
- Evaluator identified** ○



About REVEALED NEEDS / CHALLENGES

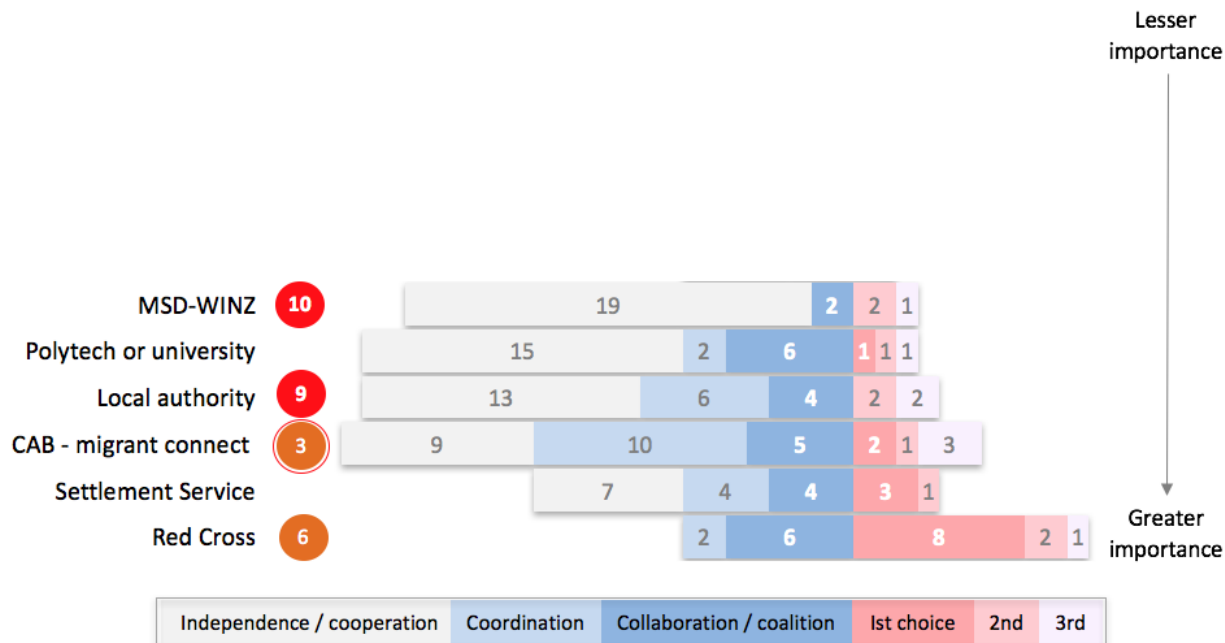


Showing under-developed working relationships that need to be prioritised

Desire for improved relationship | Closeness of working relationship | Importance of relationship

Relationships to develop

- High priority** (Red circle) Most selected
- Moderate priority** (Orange circle) Some selected
- Heightened priority** (Orange circle with border) Evaluator identified
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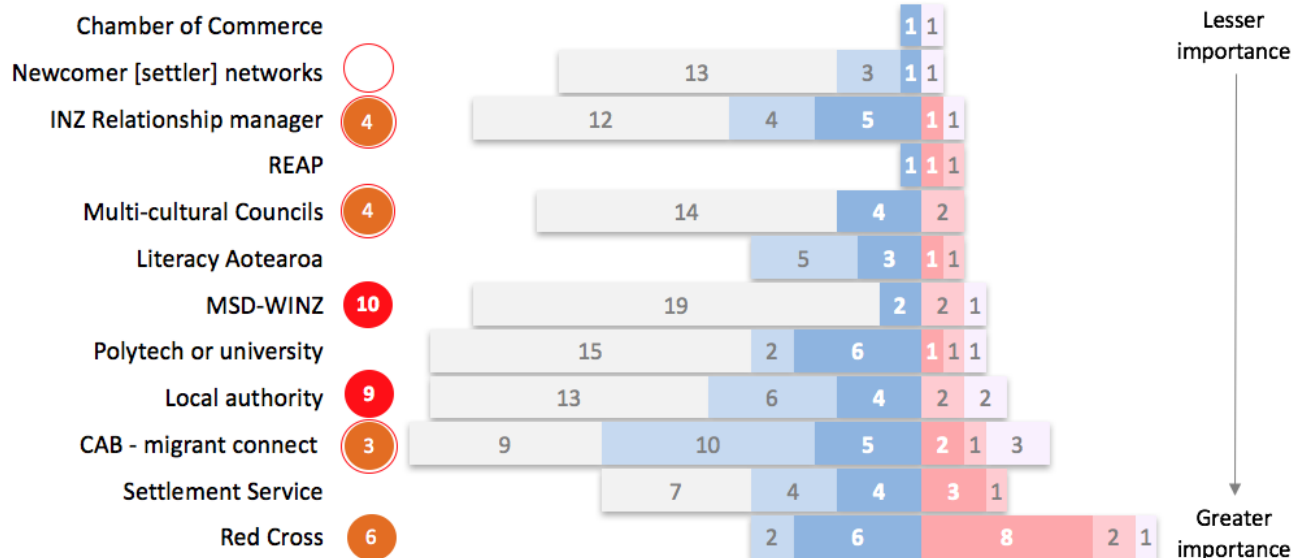


About REVEALED NEEDS / CHALLENGES



Including relationships the evaluator identified as potentially important and mutually advantageous

Desire for improved relationship | Closeness of working relationship | Importance of relationship



Relationships to develop

- High priority** (Red circle) Most selected
- Moderate priority** (Orange circle) Some selected
- Heightened priority** (Light orange circle) Evaluator identified
- Evaluator identified** (White circle)

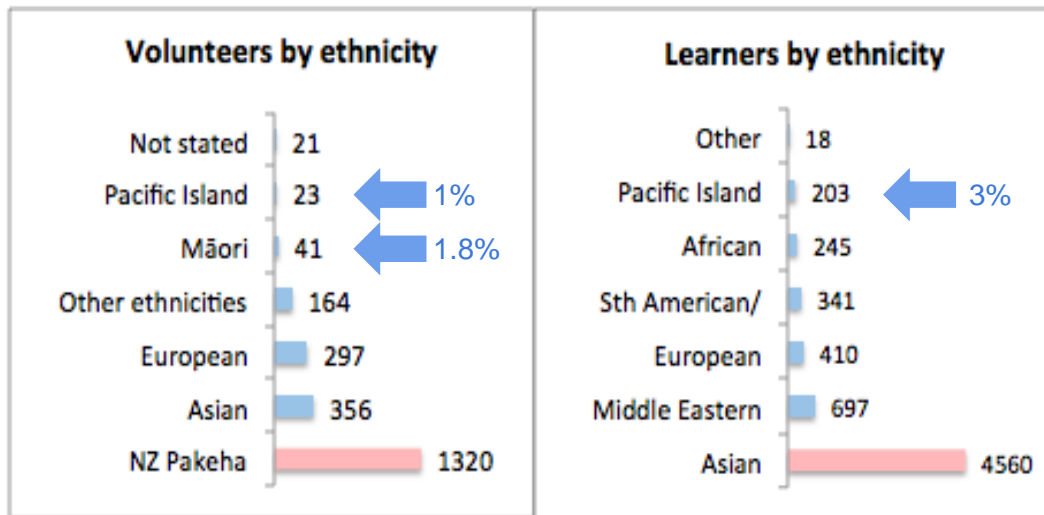
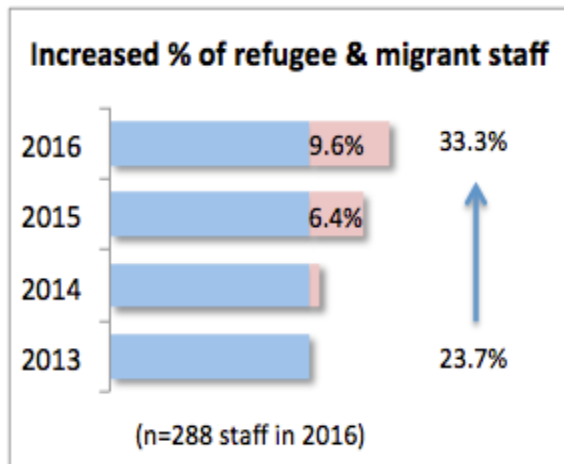
Independence / cooperation | Coordination | Collaboration / coalition | 1st choice | 2nd | 3rd

About **REVEALED NEEDS / CHALLENGES**



Charts that provide different ways for ELPNZ to think about and respond to diversity.

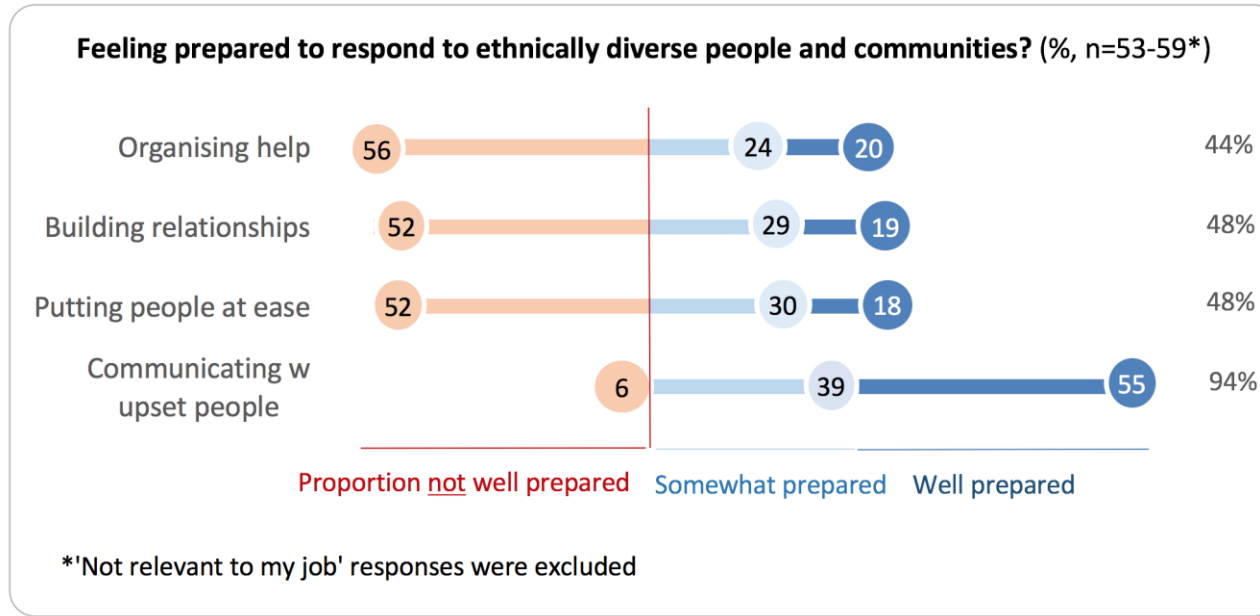
ELPNZ has become an increasingly diverse organisation. However, diversity is uneven, with lower numbers of Pacific learners, and Maori and Pacific volunteers. **[sub in high res charts]**



About **REVEALED NEEDS**



A chart showing where Police could focus their efforts in terms of further preparing to respond to ethnic people and communities



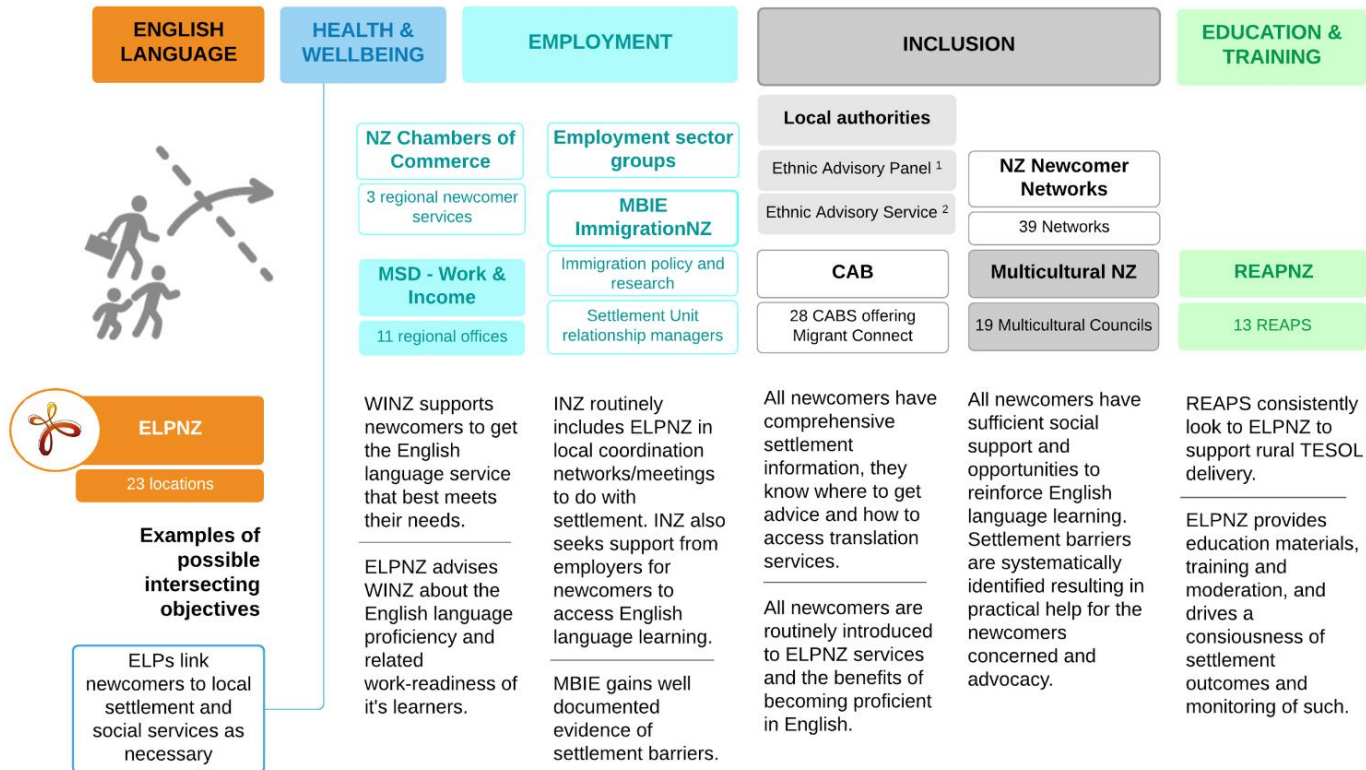
This picture was substantiated by instructive examples which could guide organisational development

Addressing **PATCHWORK SOLUTIONS & POLICY GAPS**



Alignment mapping - showing where to act and what is possible, including likely benefits

This example is a proposed theory of action for ELPNZ and others that could address unmet needs and structural issues





CADDANZ

Capturing the Diversity Dividend
of Aotearoa/New Zealand



THE UNIVERSITY OF
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