Towards a Resource Efficient Scotland: the role of evaluation in making a difference

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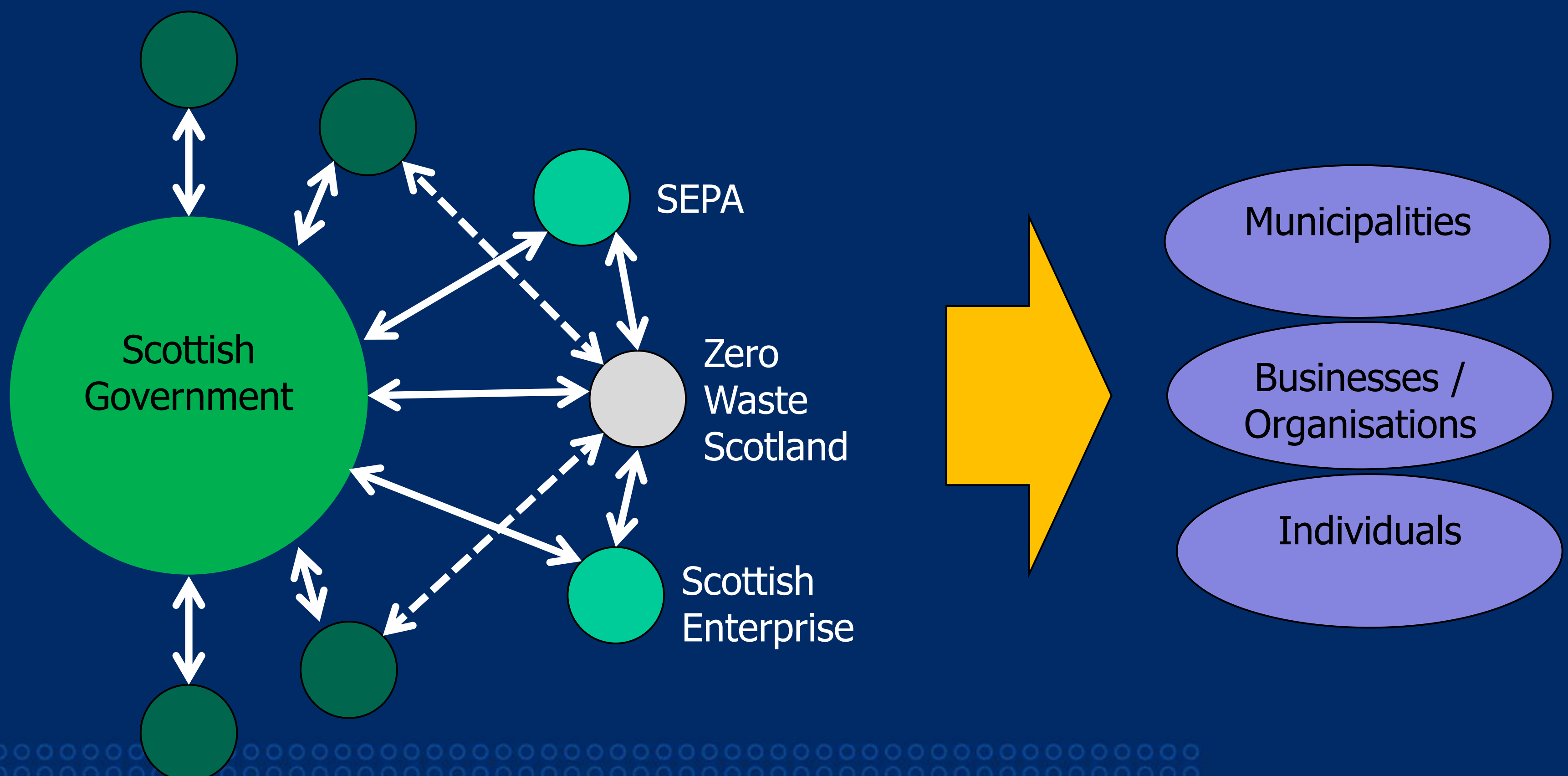
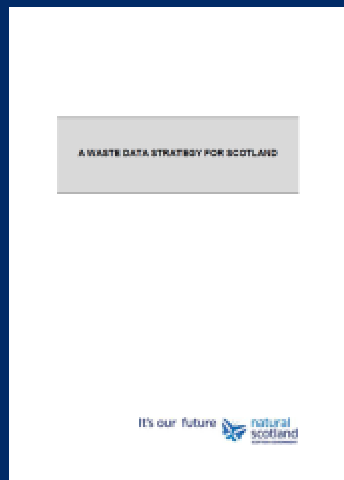
Our Context

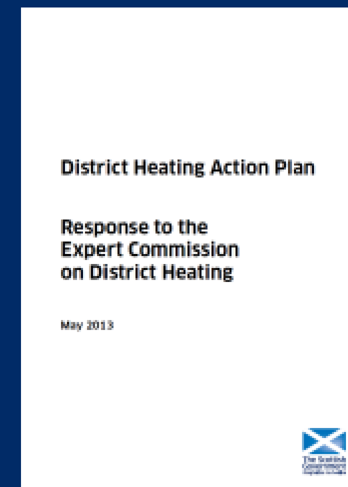


Scottish Government
SEPA
Zero Waste Scotland
Scottish Enterprise
Municipalities
Businesses / Organisations
Individuals

ZERO WASTE SCOTLAND

Policy Landscape





Who are we and what do we do?

Evaluating a moving target

- In 2010 we set targets for a 4 year business plan from 2011 to 2015
  - Aggregated quantifiable impacts (e.g. carbon and cost savings)
- But government more immediately interested in our contribution to key policy goals (e.g. the national recycling rate; communicating new waste regulations; provision of food waste collections)
- Evolving waste priorities and goals (e.g. waste prevention; job creation)
- From 2013/14 onwards we were given additional funding (and some big new objectives) around resource efficiency more broadly (e.g. energy).
  - The new Resource Efficient Scotland service absorbed some previous activity at a halfway point in delivery
  - Our new funding department has set challenging quantitative targets - but some indicators (e.g. around carbon) may need to be defined differently (e.g. lifecycle vs territorial emissions)

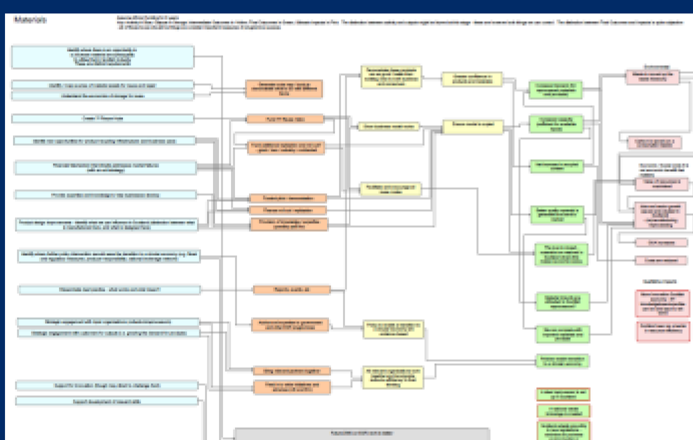
What do funders actually need from evaluation?

- Evidence our organisation has contributed to policy outcomes – and an understanding of how our contribution fits into the big picture
- Evidence organisational targets are achieved
- Evidence our non-quantifiable work does add value
- Clear communicable stories for stakeholders and the public
- A minimal time lag between delivery and reporting
- Information to inform decisions
- Answers and solutions
- Detail only at certain points in policy cycle (e.g. value for money of different delivery approaches)

Tools and approaches (1)

Monitoring and Evaluation Methodology

- We started with the intention to have a set methodology published in advance for all delivery
- This was not effective – delivery evolved too fast
- We now have a general statement of principles, detailing some of the key measures used, and live logic maps and an activity outline, which we update as required, but which provide transaprency



All this activity **will** count towards RES targets. Much of it sits within the advice and support contract, though some elements may not.

Project/Work Area	Description	Monitoring	Evaluation	Comment
RES Generic Advice service (Apr 2013 onwards)	Note there are different levels of support – 20 large projects; several hundred medium support projects; and a large number of lighter touch engagements including the advice line; events; web support etc	CRM will track engagements and support offered, including contact details; web tools etc will also capture contact details. For in-depth support EST/RAEA will record identified impacts; in year 1 it will be hard to predict a conversion rate, but in subsequent years it will be possible to use previous experience to do so.	This will be tackled on the principles of the impacts model (see main document, but also discussion of amendments in line with RES requirements), with the first analysis being undertaken in summer 14. We will seek to speak to all beneficiaries of large scale support; and meaningful samples for less intense support. Sampling strategy tbc based on beneficiary numbers and likely population variability. Note SG are likely to be interested in patterns by sector; it is unclear how cost effective it will be to sample this robustly.	Impact model to be developed to incorporate additional SG requirements – e.g. new RES indicators, and compatibility with departmental reporting requirements.
SME loans Apr 2013 onwards	We are providing technical advice/reports but the EST deliver the funding (via another government scheme)	We will track who we support. EST track who they support.	Likely to be placed with other RES support in the impact model with EST input on questionnaire and access to	ZWS and EST jointly contribute to outcomes on this. We will always report this as joint delivery. In

Tools and approaches (2)

ZERO WASTE SCOTLAND

Data Analysis and Reporting

- We seek to consolidate our impact data in as much granularity as possible, so that it can be cut and presented in different ways – however, it is important that results are presented carefully so as not to appear contradictory.
- In practice government want a mixture of outputs, outcomes, and impacts reported.
- We do this on different timescales, ranging from monthly (primarily output-led), to reporting the whole business plan period (4 years)

7			Scottish influenced tonnes													
8	Activity worksheet	Attribution p	Bio	Carbon	Carbon	Carbon	Cost	Sales	RMA	WP	Other landf	Water	Electricit	Capital I	jobs	
25	LA Support	44%	5,984	20,007	4,065	24,072	651,831	-	2,107	834	3,111	-	-	-	0	
26	WRAP Corporate website	49%	-	-	-	-	-	-	-	-	-	-	-	-	0	
27	CP Helpline	26%	2,074	4,307	635	4,942	235,513	-	-	-	-	-	-	-	0	add to LA support
28	HWTL 121	40%	88	72	93	165	258,549	-	3,972	3,340	5,395	-	-	-	0	add to ZWS construction
29	LFHW Website	9%	-	-	-	-	-	-	-	-	-	-	-	-	0	
30	Recycle Now	32%	-	-	-	-	-	-	-	-	-	-	-	-	0	
31	LFHW intensive partnerships	100%	-	-	-	-	-	-	-	-	-	-	-	-	0	
32	Cons Supply Chain Events	50%	56	89	51	140	183,175	-	3,380	3,334	3,325	5,833	-	-	0	add to ZWS construction
33	RORs - Recommendations	0%	-	-	-	-	-	-	-	-	-	-	-	-	0	
34	LA e-zine	14%	-	-	-	-	-	-	-	-	-	-	-	-	0	
35	LFHW Trainer support	79%	-	-	-	-	-	-	-	-	-	-	-	-	0	
36	LFHW Newsletter	91%	-	-	-	-	-	-	-	-	-	-	-	-	0	
37	Recycle Week Partners	0%	-	-	-	-	-	-	-	-	-	-	-	-	0	
38	CP Ad-hoc support	34%	-	-	-	-	-	-	-	-	-	-	-	-	0	
39	LA communications training	0%	-	-	-	-	-	-	-	-	-	-	-	-	0	
40	Telephone advice centre	12%	19,132	35,964	13,796	49,759	14,035,544	-	-	-	96,515	5,489	-	-	0	add to ZWS Business Support
41	Tier 2 telephone advice	23%	-	-	-	-	-	-	-	-	-	-	-	-	0	
42	BDS Phase 2 Workshops	43%	635	706	317	1,024	-	-	-	-	153	-	-	-	1.3125	add to ZWS RM industry
43	PAS110 consultancy	30%	-	-	-	-	-	-	-	-	-	-	-	-	0	

Size Breakdown / Turnover Breakdown / Programme Breakdown / Nature Breakdown / Scotland Contributing / Activity Editor / Test / ERDF / RORs - Implementation / Plastics Loa

Communicating with policy makers

- Understand what they really want from evaluation – and anticipate what might be needed later
- Explain
  - Time lags required to meaningfully evaluate
  - Cost-effectiveness of obtaining the information they would like
  - How they want to use the information gathered
- Agree what will be delivered (and when) – be proactive
- Adapt – there may not be a final draft
- Be flexible – an ability to present the same information in many different ways is invaluable

We do have some advantages…

- High level of interest in our delivery area from government
- Policy teams that willing to take time to input to the programme and the evaluation approach, and open to suggestions

And some challenges…

- Rapidly programme evolution means monitoring and evaluation approaches must be flexible
- The broad range of activity we deliver means the methods and measures we employ can be quite varied
- Increasing focus on delivering with other agencies and departments means coordinating our activity to fit with the approaches of other agencies, and of wider policy evaluation
- UK-wide and Scottish initiatives both deliver impacts in Scotland, and need to be accounted for

Conclusions…

- Evaluations will have multiple audiences
- The audiences may have different levels of technical understanding
- We not know at the outset what we will need at the end – the reporting environment is likely to evolve
- Evaluation data may need to be prevented in many different formats to maximise its value over time
- Good communications with stakeholders, and flexibility in responding are essential if we are to retain relevance