

# Roundtable on “Reimagining the Social Service Sector”

Monday, 28 November 2016  
Seminar Room 2-1, Level 2, Manasseh Meyer

SESSION 3  
Evaluating Impact across the Social Service Sector

PRESENTATION BY

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# Working Paper 3 Evaluating the Social Services

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**28 Nov 2016**

# Purpose

1. Overview of *technical* and *moral* aspects of evaluation
2. Who should do what kind of evaluations?

# Background

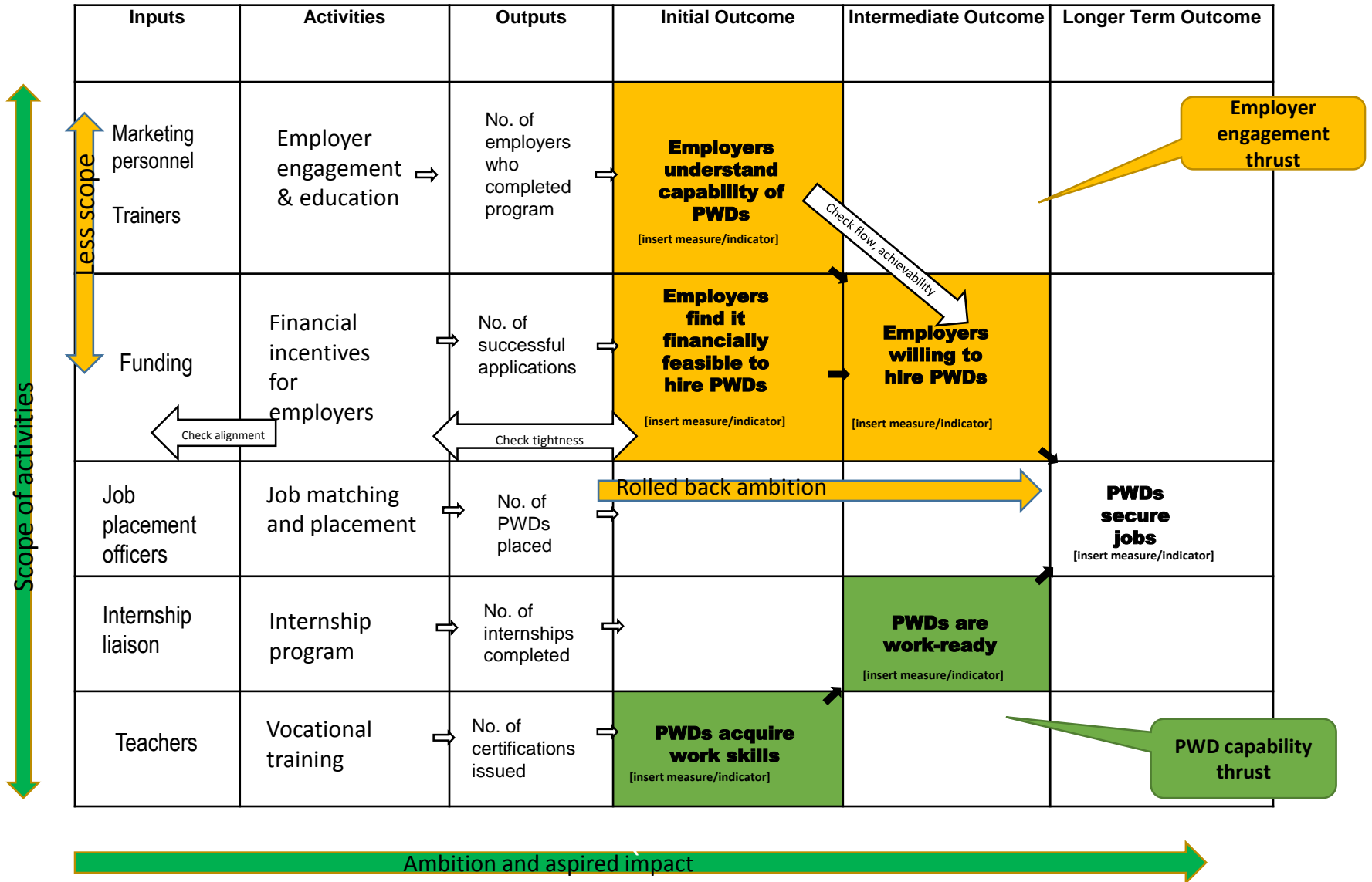
- Performance management regimes of government agencies and large funders affect VWO effectiveness
- Greater accountability pressures have led to confusing proliferation of evaluative tools

# 1. Technical Aspects

- Programme Monitoring  
(Routine tracking & feedback)
- Evaluation Research  
(Out-of-the ordinary investigative effort)
  - Formative evaluation e.g. process evaluation
  - Summative evaluation e.g. outcome evaluation

- Evaluations are meaningful only when informed by an underlying causal model
- Moving beyond measurement alone: what is *meaningful* to measure in the first place?

# Example: Employment for People with Disabilities



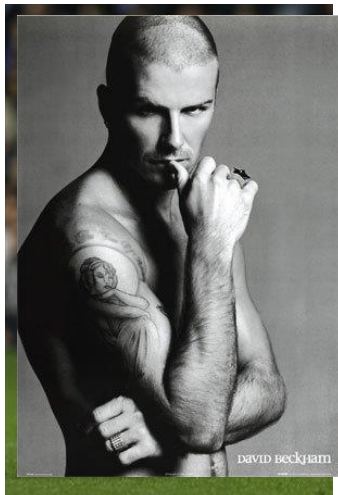


- Sector-wide evaluations should not only be about constructing overarching measures, but articulating a sector-wide causal model that will then show us what measures are meaningful

## 2. Values & Normative Dimensions of Evaluation

- Evaluation is inescapably values-based
- ‘Effectiveness’ is negotiated
- Important to be transparent about values, and have a dialogue about what criteria should matter

# Example: What makes a good soccer player?

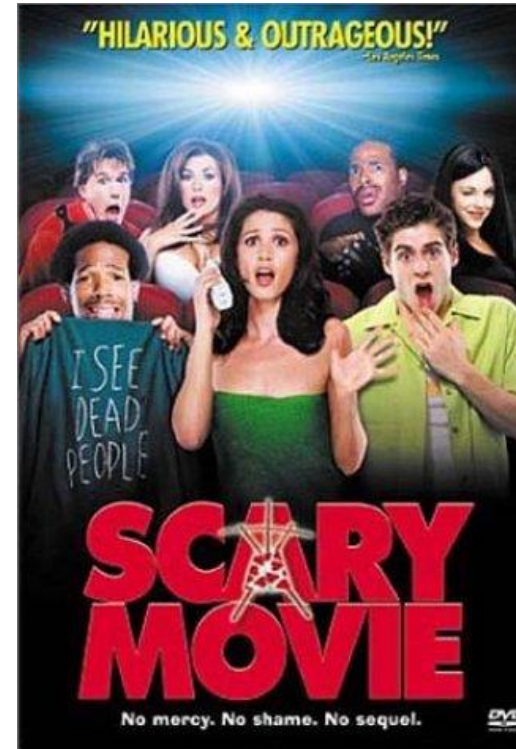
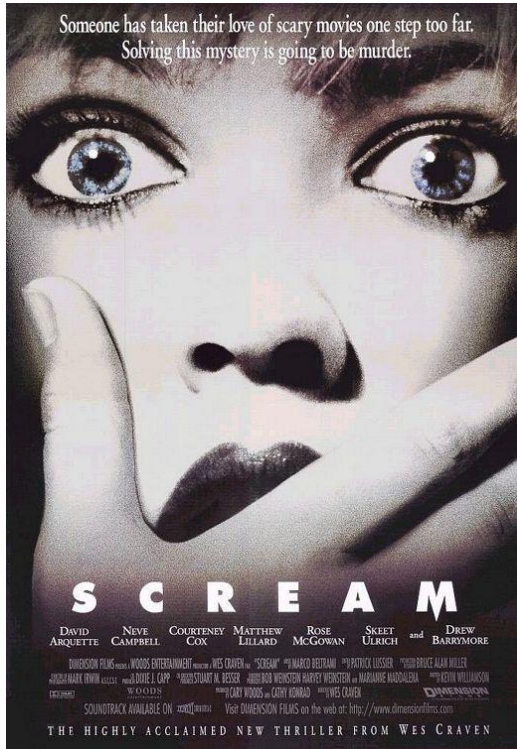


# We use criteria & standards to help in judgement

- Criteria are heuristics for judgment
- But criteria have to be adequately defined to do its job well
- Standards are possible only after criteria are agreed upon

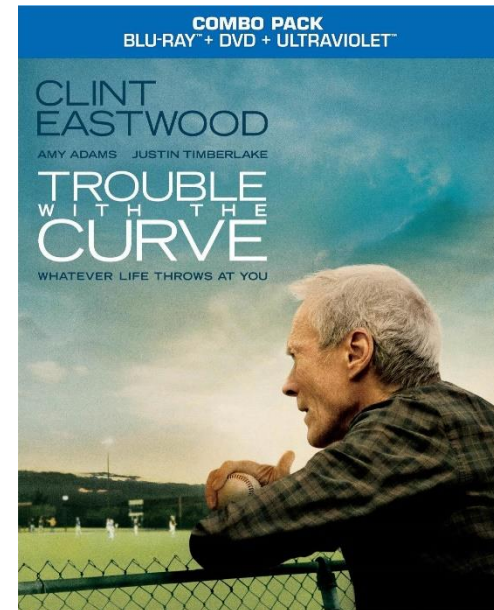
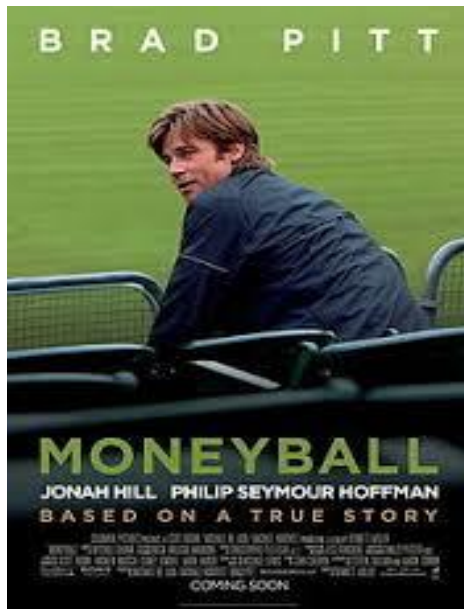


# Genre mistakes in evaluation



- ▶ Criteria should be genre-specific for evaluation to be fair and incisive

- Good evaluations are complex and sophisticated, and respects evidence, but also require understanding of context, appropriateness and values



# IPPT

## Individual Physical Proficiency Test

IPPT Score Table

Age Group	Grade	Pts	Sit-Up (Reps)	Standing Broad Jump (cm)	Chin Up (Reps)	4x10 m Shuttle Run (sec)	2.4km Run-Walk (mins:sec)
CAT X Below 25 Years	A	5	>39	>242	>11	<10.2	<10:21
	B	4	37-39	234-242			
	C	3	34-36	225-233			
	D	2	31-33	216-224			
	E	1	28-30	207-215			
CAT Y 25 to 29 Years	A	5	>38	>238			
	B	4	36-38	230-238			
	C	3	33-35	221-229			
	D	2	30-32	212-220			
	E	1	27-29	203-211			
CAT Y1 30 to 34 Years	A	5	>36	>233			
	B	4	34-36	225-233			
	C	3	31-33	216-224			
	D	2	28-30	207-215			
	E	1	25-27	198-206			
CAT Z 35 to 39 Years	A	5	>33	>224			
	B	4	31-33	216-224			
	C	3	28-30	207-215			
	D	2	25-27	198-206			
	E	1	22-24	189-197			
CAT Z1 40 to 44 Years	A	5	>32				
	B	4	30-32				
	C	3	27-29				
	D	2	24-26				
	E	1	21-23				
CAT Z2 45-49 Years	A	5	>30				
	B	4	28-30				
	C	3	25-27				
	D	2	22-24				
	E	1	19-21				

### Updated Standards

From 1 Apr 2015 onwards, servicemen will be tested based on the scoring table below.

AWARD TYPE	POINTS REQUIRED
PASS (NSmen)	≥51 points
PASS (NSmen) WITH INCENTIVE PASS (Active)	≥61 points
SILVER	≥75 points
GOLD	≥85 points
GOLD (COMMANDOS/DIVERS/GUARDS)	≥90 points

### PUSH-UP

- Bend arms comfortably by the side
- Lower body till a fist's distance from the ground
- Keep body parallel to the ground



Duration:  
**1** min  
Max:  
**25** points

### SIT-UP

Duration:  
**1** min  
Max:  
**25** points



### 2.4KM RUN

Max:  
**50** points



### TIMELINES



NSmen will have a year from 1 Apr 2015 to transit to the three-station IPPT.



New Physical Training Phase (PTP) exemption criteria shall apply to combat fit (i.e. PES A/B1) pre-enlistees. These pre-enlistees have to achieve 61 points and above to be exempted from PTP.

	Fitness	Inclusion
Values (often hidden)	Strength Stamina Flexibility	Choice, Knowledge, Autonomy, Equity, Social Justice, Respect
1. Establish criteria of merit	<b>(Upper body strength)</b> Pull ups <b>(Lower body strength)</b> Standing broad jump <b>(Stamina)</b> 2.4km <b>(Flexibility)</b> Sit & reach	Cost-effectiveness, efficiency  E.g. Autonomy PWDs able to select jobs based on own authentic preferences rather than those of professionals or caregivers
2. Constructing Standards	How many pull-ups = gold, pass, fail; 2.4km under 10 mins = gold (for people of what age group)	Need to earn X amount, need to place Y people to get placed to count as success
3. Measure performance and compare with standards	Soldier A: pull-ups 2, 2.4-20 mins Soldier B: pull-ups 12, 2.4-9mins Soldier C: etc	Measure numbers placed, wages earned.
4. Synthesize and integrate data into an overall judgment of worth  (one way: use weights)	IPPT uses equal weightage: overall synthesis of individual performance Soldier A = fail Soldier B = gold  Overall synthesis of battalion: How fit are our soldiers? How many percent passed, what areas weakest?	Are our employment programs inclusive?



- QOL, FAST  $\approx$  'Fitness'
- Helps social worker / coach determine how well an individual is doing overall, and even specifically in certain dimensions (not full diagnostics)
- But this alone cannot help coach determine what had gone right or wrong (whether it was the dieting, exercise, training regime, coaching philosophy, team chemistry etc)

# Who Should Do What Kind of Evaluations?

- VWOs: programme monitoring & formative evaluation
- Consultants & academics: evaluation research
- Funders & regulators: develop a robust performance management regime that uses transparent criteria open to debate

# Discussion

1. Is it worthwhile to engage in values inquiry to make the content of program goals as well as the criteria of merit part of the object of evaluation?

# Discussion

2. Should government agencies, apex organisations and large funders with the ability to shape the sector at large share not just the performance data or VWOs, but also the performance management framework they use, and allow these to be open to scrutiny and public deliberation?

# Discussion

3. Should VWOs should be equipped to do evaluation research, or just focus on being good at programme monitoring & management?

Based on this discussion,  
please write down questions  
worth surveying VWOs about

# Thank You

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