

Evaluation of a Large Complex Multi-issue Program

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Catchment Management

Outline

- Introduction
- Approach
- Learnings
- Conclusions





Environment



Waterways

5

ACTION
PROGRAMS

Surface
Water



Sub-Surface Water



Farm



Three complementary purposes

1. Documented evidence of success and failure while exposing insights and learnings
2. Provide results based on a consistent approach used for the evaluation of the inter-dependent sub programs
3. Enable improvement and change

Approach

The complex program:

- Range of agencies (*Department of Primary Industries, Catchment Management Authority, Goulburn-Murray Water*)
- Several sub-programs (*Farm, Environment, sub-surface, surface drainage and waterways*)
- Consistency important (*effectiveness, process efficiency, appropriate*)

Approach

Evaluation Framework

- Key theme to generate information (*effectiveness, process efficiency and appropriateness*)
- Answer based on Key Evaluation Questions
- Steering committees to oversee sub-programs
- Review coordination group

Approach

Looking Forward: use of futures thinking

- Building on learnings arising from reviews while combining the knowledge with emerging scenarios
- Four future scenarios – *Moving on; New Frontiers, Pendulum and Drying up*
- Cross Program implications



Future Scenarios



Principles

- Engagement of stakeholders (*agency staff, funders and customers groups*)
- Ownership of results
- Focus on process improvement
- Partnership approach (*governance and partnership arrangements*)
- Acknowledgement and celebration of milestones (*celebrate key achievements and learnings*)
- Governance and coordination



Celebration



Discussion

- Motivation, participation and ownership
- Value of Futuring (*looking backwards as well as forward*)
- Use of previous/ external projects to support the evaluation
- Governance, coordination, management and consistency (*planning, design and reporting structures*)

Discussion

- Conducting the evaluation internally
- Change in policy environment
- Utilisation of results

Conclusions

- Large complex programs: consistent series of evaluations
- Future outlooks (*focus the evaluation towards change and program improvement*)
- Documenting the process (*methodology for future use*)
- Ownership of recommendations

Recommendations

Learnings for major multidisciplinary program evaluations:

Consistency: be consistent in approach across all elements and programs.

Documentation: thoroughly document the processes, and learnings about use of those processes, for both future use and for understanding the context of the results.

Celebrate and communicate results and outcomes: build in celebration of successes and enjoyment of the whole process to keep people motivated, and to help ensure effective communication of the results leading to improvement of processes.

Thank you

