



Australian Government  
Department of Industry,  
Innovation and Science

Office of the  
Chief Economist

# Evaluation Ready: Ensuring Evaluability

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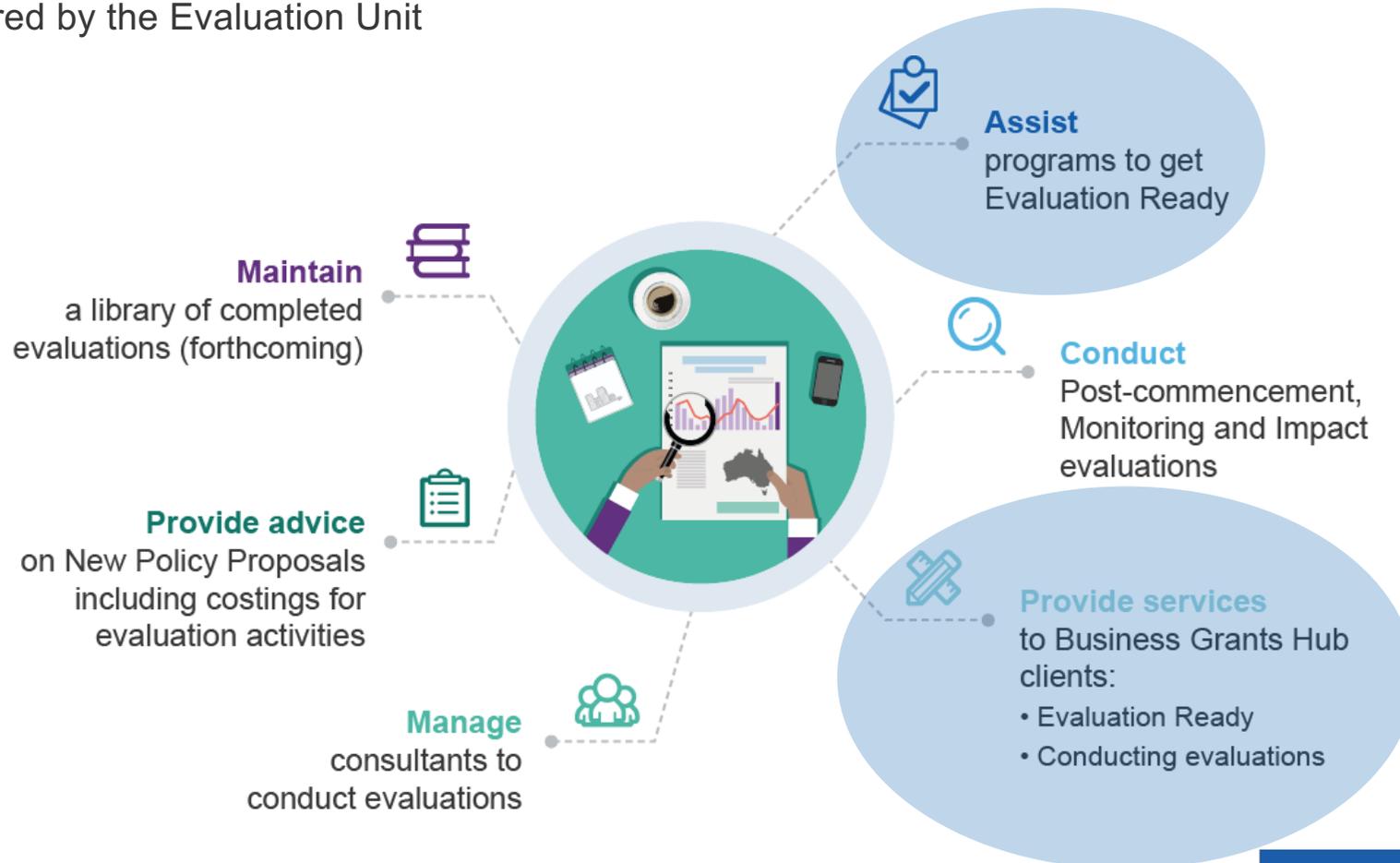
Insights and Evaluation Branch

Office of the Chief Economist

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# Department of Industry, Innovation and Science

Services offered by the Evaluation Unit



# Business Grants Hub

.Launched on 1 July 2016 to provide design and delivery services for government grants programs – all with differing complex and diverse outcomes:



# Evaluation Ready Process

A process run with program and policy teams to create a monitoring and evaluation framework to ensure that programs are prepared for future evaluations



## Evaluation Ready:

- is compulsory for programs entering through the Business Grants Hub
- occurs during the design phase of a grant program lifecycle
- ideally informs service documents such as application forms and milestone reports
- ensures the right data is collected at the right time to help determine whether the program is working as intended

# Program Logic

A program logic is a visual representation of a program's theory of change



## Factors underpinning the program logic:

- **The situation**, which describes the need for government intervention, such as a market failure
- **The objectives** which address the situation
- **The assumptions** that were made as part of the theory of change
- **External factors** which could influence the performance and outcomes of the program

# Data Matrix

A data matrix is a tool for organising evaluation questions and sub-questions and developing plans for collecting the information needed to address them



## The steps include:

- developing evaluation questions from the program logic
- identifying performance indicators and data sources
- articulating data collection responsibilities and timeframes
- identifying the required data, including limitations of particular sources

# Evaluation Strategy for Individual Programs

The Program Evaluation Strategy outlines the rationale for future evaluation activity and captures all the Evaluation Ready materials

For each program, the strategy should cover:

- **Program logic and data matrix**
- **Reasons** behind particular types and timings of planned evaluation activities
- **Scope** of each evaluation
- **Risks and limitations** of the evaluation

# Evaluation Plan

The Evaluation Unit maintains a four-year Evaluation Plan and reports on activities under the Plan to the department's Executive

#	Program Name	Tier	2018-19	2019-20	2020-21	2021-22
1		One	Post-commencement	Impact		
2		One	Monitoring	Impact		Ongoing
3		One	Monitoring		Impact	
4		Two		Impact		Ongoing
5		Three			Impact	

# Influencing Decision Making

The department's *Evaluation Strategy 2017-21* formalises the relationship with key decision making bodies

- **Evaluation governance:** policy and program management areas are actively involved in a program's Evaluation Ready process and future evaluations via membership of evaluation Reference Group
- **Program Assurance Committee:** comment on an evaluation's early findings and are regularly updated on Evaluation Ready status
- **Executive Board:** endorse the evaluation and its recommendations

# Funding for Evaluation Activities

- **Central funding** for Evaluation Ready and some evaluations for departmental initiatives
- **Program funding** from line areas where available
- **Business Grants Hub agencies** on a cost-recovery basis

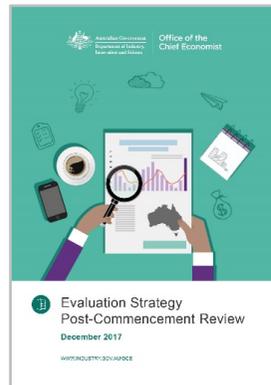
# Challenges

- **Volume** of demand for Business Grants Hub activities
- **Resourcing** variable demand for services
- **Senior management** may be unfamiliar with evaluation approaches or methodologies
- **Publication** the trade offs required

# Lessons Learned

- **Need for a strong culture of evaluation** – SES champions, the Evaluation Fair, the Evaluation Strategy and Plan
- **Streamlining** the Evaluation Ready process through developing a questions and indicators bank – shortened the process and made programs with similar outcomes comparable
- **Intervene as early as possible** during policy development to ensure strong, well-evidenced programs that will be evaluable later

# Evaluation Unit



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# Evaluation Strategy 2017-21



## Evaluation Strategy 2017–2021

[WWW.INDUSTRY.GOV.AU/OCE](http://WWW.INDUSTRY.GOV.AU/OCE)

- Outlines the department’s approach to performance measurement and reporting, according to good evaluation practice
- Establishes a protocol for policy and program areas to plan for evaluation across the lifecycle of a program
- Provides a strategic, risk-based, whole-of-department approach to prioritising evaluation effort, and illustrates how evaluations may be scaled based on the value, impact and risk profile of a program
- Describes how evaluation findings can be used for better decision-making
- Describes how the department is building evaluation capability and a culture of continuous improvement
- Outlines how the department will measure its progress in implementing this Strategy