

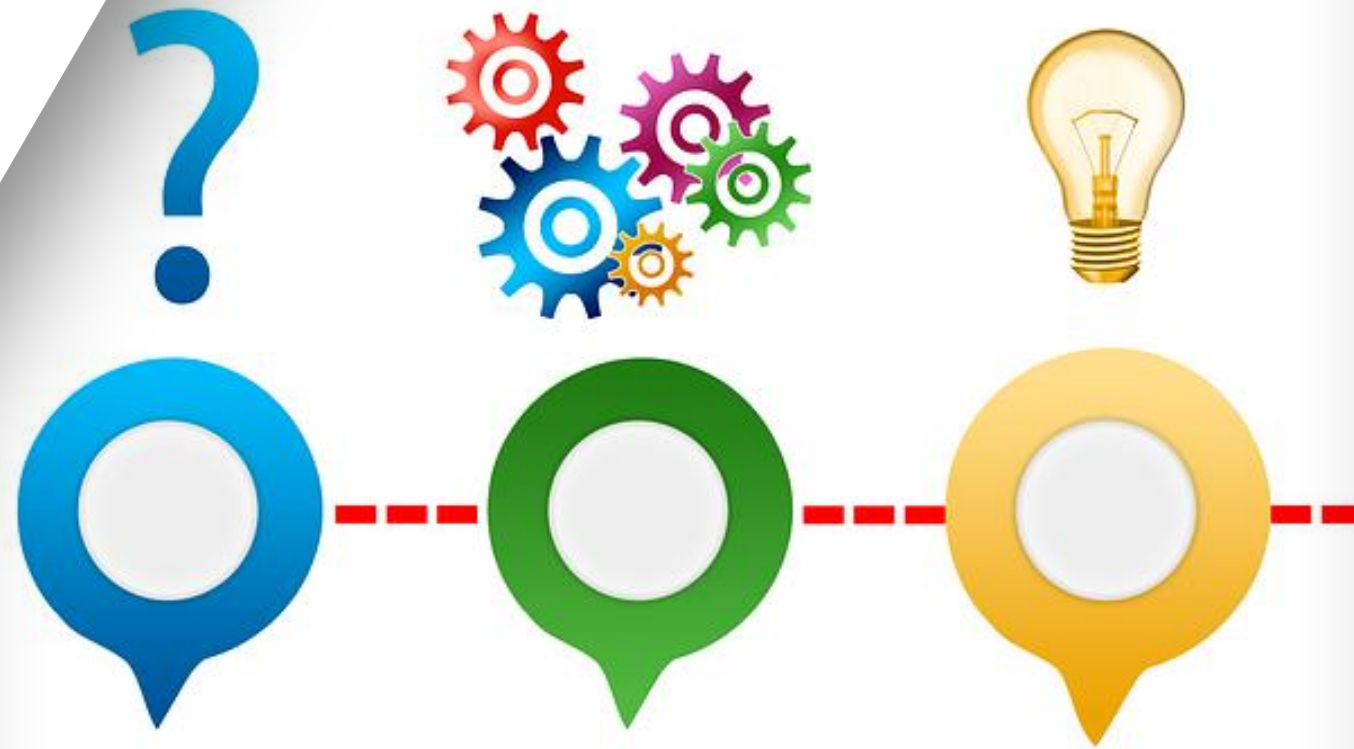
How do you know you are ready to evaluate?

**A Guide to Program Evaluation
Preparedness**

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PUBLIC SECTOR ADVISORY





- › Common reasons why evaluations don't go as expected
- › What we've learned in our experience
- › 5 aspects of evaluation readiness

**Are you ready?
Let's GO!**

When Evaluations Go Pear-Shaped

One of the most common and preventable reasons when evaluations go wrong, is the lack of readiness on the part of the program or organisation



State government Covid Response Program

Challenges

- › Delivered reactively and rapidly
- › No program logic or clear understanding of program purpose
- › Low stakeholder participation in consultations





Large Federal Gov initiative for climate resilience in agriculture

Challenges

- › 16 programs included in the scope
- › Compliance-based evaluation
- › Programs had to be designed and implemented quickly and with short notice
- › Limited data and stakeholder consultation

Common Evaluation Problems



DATA

- › Don't know what to collect
- › Have no data to collect
- › Didn't collect enough data
- › Collected the wrong data



STAKEHOLDERS

- › Didn't get the insights you were hoping for
- › Lack of engagement and buy-in



RESOURCES

- › No/little/not enough time
- › No/little/not enough budget
- › No/little/not enough skills
- › No/little/not enough project management



SCOPE

- › Unclear
- › Disagreement on scope by decision-makers
- › Not well-targeted and/or expansive enough



OTHER

- › Politics
- › Bad luck

Oops!

- › evaluation not seen as valid or robust
- › no-one supports the evaluation findings



all your work was for nothing, but more importantly, you don't know how your program is going, or how or where to improve it to make the best use of its funding and maximise its impact

Five signs of evaluation readiness



WHAT?

- › Background and context of the program
- › Use of information and evaluation outcomes



WHY?

- › Reason for conducting the evaluation and at this point in time



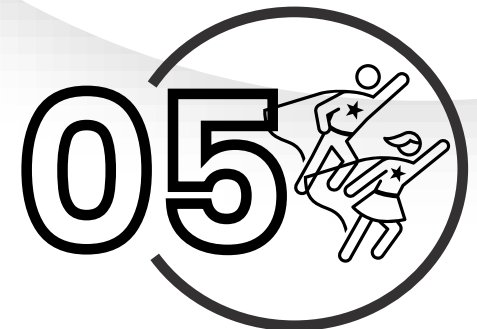
HOW?

- › Internal or external evaluation
- › Time and resources (e.g. funding and expertise) required to collect and analyse the data and information



WHEN?

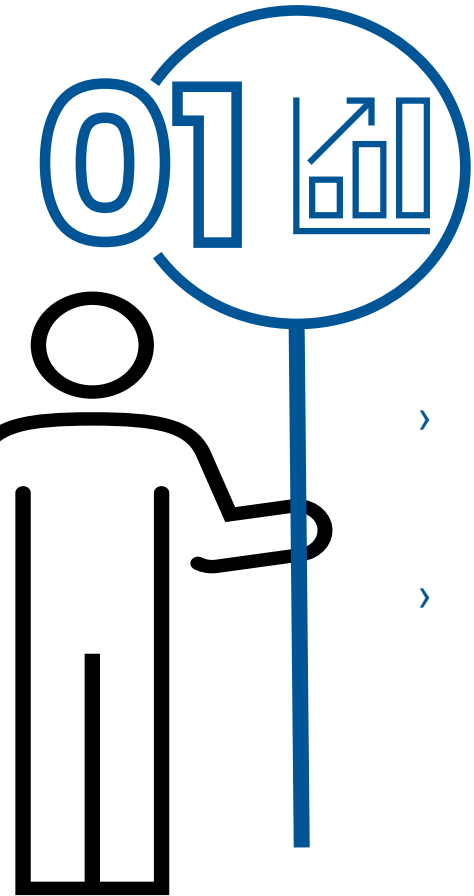
- › Timeframes for conducting the evaluation activities
- › Key milestones and deliverables



YOU!

- › Right skills
- › Right mindset

First sign – what

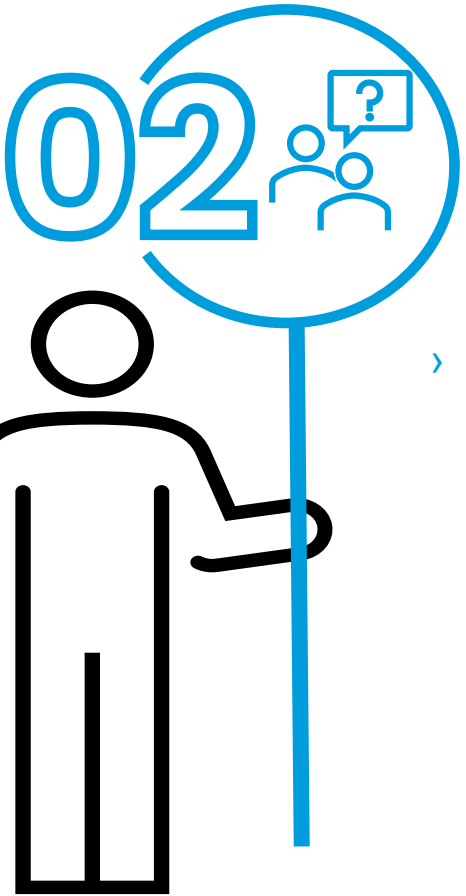


- › Background and context of the program
- › Use of information and evaluation outcomes

	TASK
WHAT	<input type="checkbox"/> Clarify the policy context of the program
	<input type="checkbox"/> Identify program stakeholders
	<input type="checkbox"/> Determine the external political, economic and social context within which the program operates
	<input type="checkbox"/> Determine related programs and policies, which may impact the project
	<input type="checkbox"/> Determine previous evaluations of the program (or related programs), which may be utilised
	<input type="checkbox"/> Determine linkages to agency and government priorities
	<input type="checkbox"/> Clarify or identify regulatory requirements and internal evaluation policies

TASK
<input type="checkbox"/> Determine governance arrangements of the program
<input type="checkbox"/> Confirm or establish a program logic model/theory of change, if required
<input type="checkbox"/> Determine the types of decisions that will be informed by the evaluation
<input type="checkbox"/> Determine the audience for the evaluation results
<input type="checkbox"/> Determine and prioritise the elements subject to evaluation
<input type="checkbox"/> Confirm that the strategy and intended outcomes of the evaluation are clearly defined, realistic and explained
<input type="checkbox"/> Establish funding available for the evaluation

Second sign – why

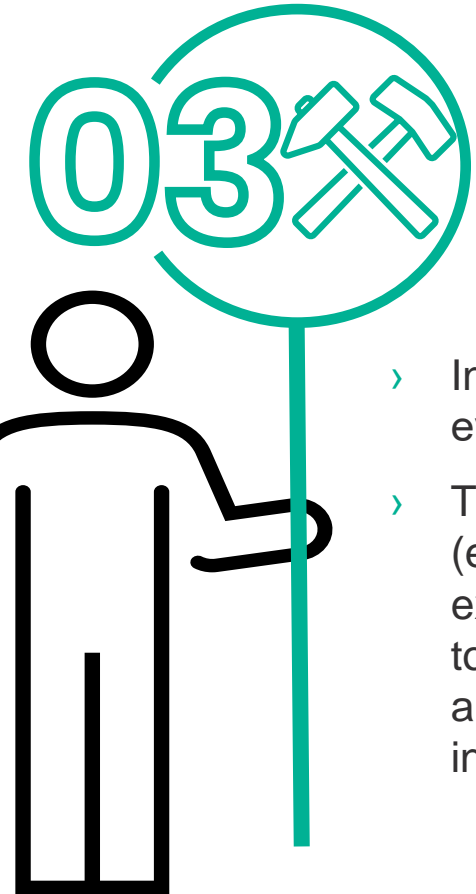


- › Reason for conducting the evaluation and at this point in time

	TASK
WHY	<input type="checkbox"/> Determine rationale of evaluation



Third sign – how



- › Internal or external evaluation
- › Time and resources (e.g. funding and expertise) required to collect and analyse the data and information

HOW

Document the agreed evaluation scope

Confirm that the evaluation has the backing of Senior Management, program manager/s and other stakeholders, who have an interest in the results of the evaluation

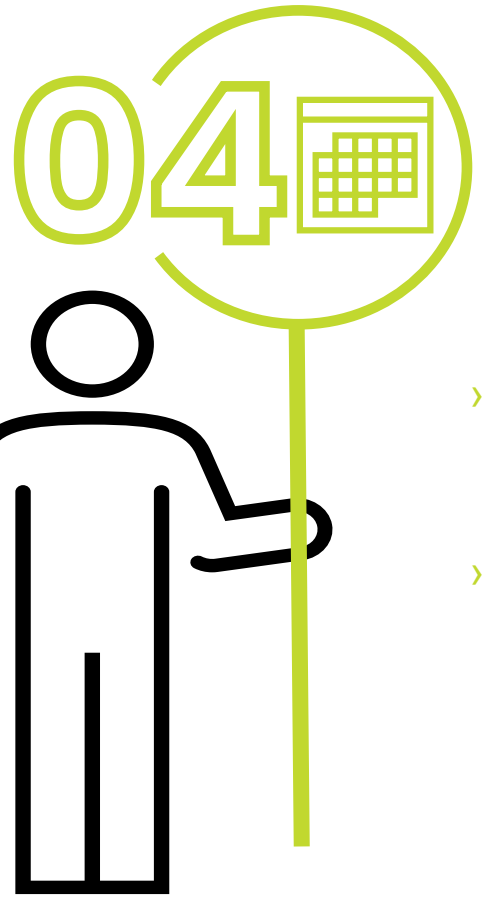
Consider lessons learnt in relation to how to conduct the evaluation from related studies and previous evaluations

Determine whether the evaluation should be outsourced or conducted internally

Establish a realistic and achievable program evaluation schedule

Determine if the decisions to be made influence the timing of evaluation activities

Fourth sign – when

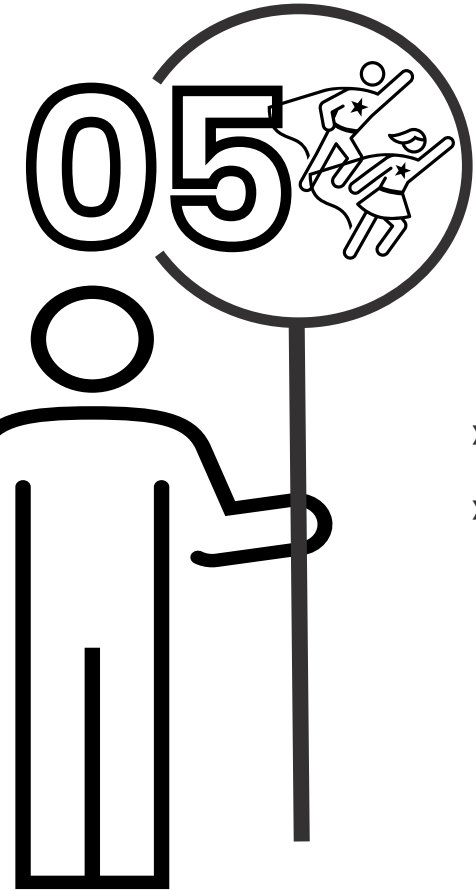


- › Timeframes for conducting the evaluation activities
- › Key milestones and deliverables

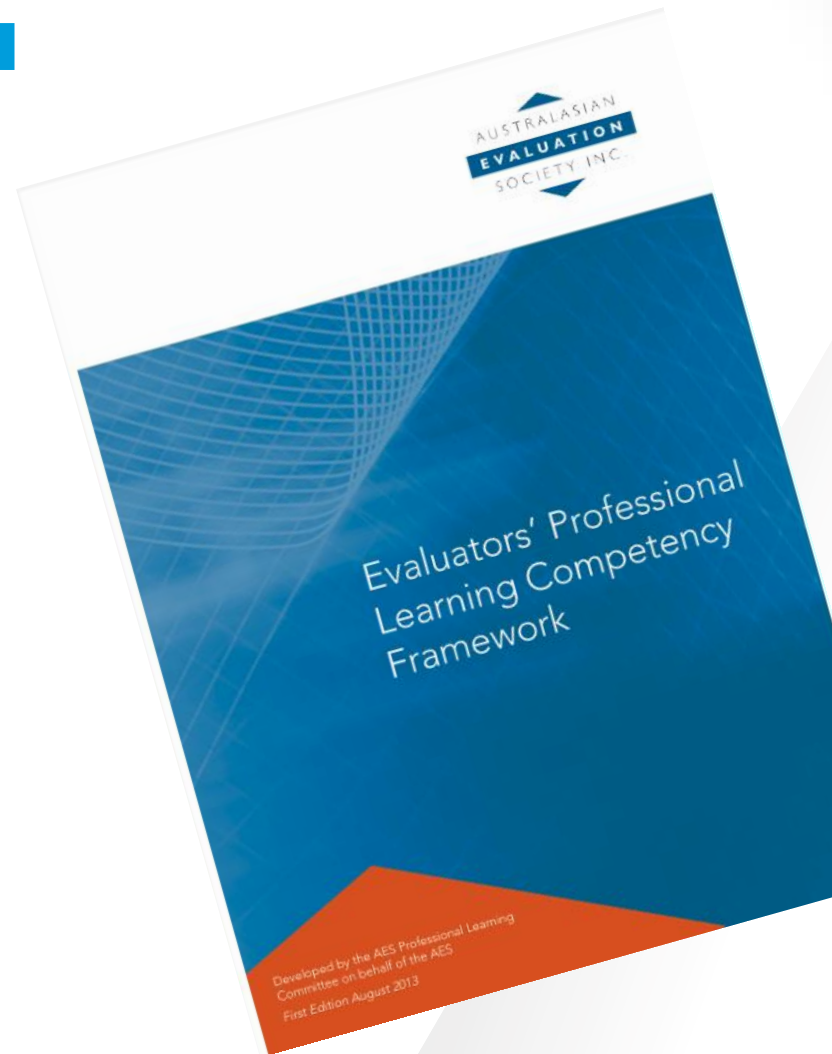
WHEN

- Determine the timeframes for conducting the evaluation activities
- Determine evaluation key milestones
- Determine evaluation deliverables

Fifth sign – you



- › Right skills
- › Right mindset



Free resources to help you



DIY
Program
Evaluation



Build capacity
and culture



Build your own
monitoring
and evaluation
framework



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Quality
Thinking.
Quality
Outcomes.

More free resources

Planning a program evaluation

A practical checklist

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Monitoring and evaluation framework template

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We would love to connect!



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