



A practical approach to program evaluation planning in the complex and changing landscape of government

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- **Program (project): Boosting Biosecurity Defences (BBD)**
- **3.5-year \$20 million project**
- **Currently mid-way through**
- **Led by the Department of Agriculture and Food WA, supported by the State Government's Royalties for Regions program**

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Aim: To increase the protection of WA's agriculture sector from pests and diseases through improved management of biosecurity risks, and to gain or maintain access to valuable international markets:

- **Enhanced surveillance / early detection**
- **Improved preparedness to respond to incursions**
- **Support for community to address biosecurity threats.**
- **Increased awareness and compliance with new legislation**
- **Adoption of new technology**

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- **Develop an evaluation framework for BBD**
- **Purpose of framework - To provide a structure and process to test that the right measures are in place to allow BBD to explore the extent to which it has, by the end of the project, met its expected outcomes**
- ❖ **Project already underway**
- ❖ **MOU with performance measures and milestones**
- ❖ **Focus on end-of-project outcomes and impact**
- ❖ **(Still not 100% finalised)**

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The information in the evaluation framework will:

- **Provide the BBD Steering Committee with a level of confidence in how BBD is managing their outcome evaluation**
- **Underpin the BBD final project closure report**
- **Provide a mechanism for shared understanding around the expected outcomes – team and other stakeholders**



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Complexities impacting evaluation review

| Complexities | Resulting in.... |
|--|--|
| BBD 'project' has the complexity of a program; wide-ranging geography and content of subprojects; diverse suite of outcomes generally not directly linked to each other. | Requires level of expertise; Time-consuming. |
| Multiple (11) subprojects and associated subproject managers and staff to be brought together in expectation and capacity for evaluation. | Requires level of expertise; Time-consuming. |
| Resourcing of project management function (which includes evaluation at BBD level) insufficient for project of this size and complexity. | Delay in evaluation framework development |
| Initial BBD Business Case did not include a program logic; nor did project and subproject plans. | Starting from scratch in terms of developing and clarifying logic; Lack of shared understanding of project/subproject logic. |

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Complexities impacting evaluation review

| Complexities | Resulting in... |
|---|--|
| Project reports to two government departments with different reporting requirements and systems. | Need to be clear on any differing reporting requirements ahead of time to ensure necessary data is captured. |
| Diversity of origin of subproject content in terms of organisational management within DAFWA. | As above |
| Downsizing of DAFWA in first 6-months meant unexpected turnover of staff (project manager, number of sub-project managers and staff, other DAFWA support staff). | Lack of continuity in detailed planning; Lack of shared understanding of project/subproject logic. |
| State public sector freeze in December 2015 meant positions made vacant by redundancies or other were not able to be filled in a timely manner; some took longer than 6 months. | As above. |

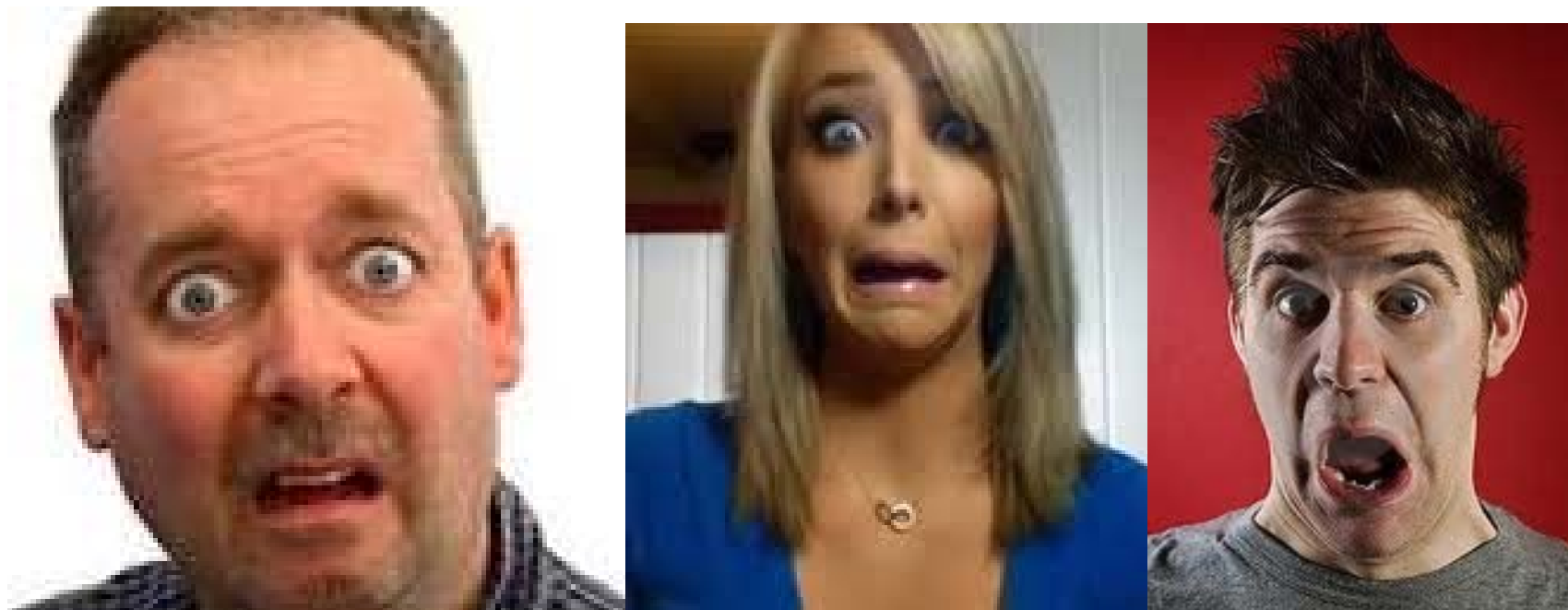
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Complexities impacting evaluation review

| Complexities | Resulting in.... |
|---|--|
| Start of BBD coincided with a new project management system, new record keeping system, new finance system and new IT systems being implemented at DAFWA. | Project staff not really in mood for reviewing their logic and measures. |
| Level of governance required for BBD (RfR \$) very high (by DAFWA). | As above. |

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All of which make the evaluation planning landscape difficult

BUT.....many of the factors might well be the reality of the future!

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Step 1 – Documentation of strategic level logic

Step 2 – Review of subproject logic

Step 3 – Measures review

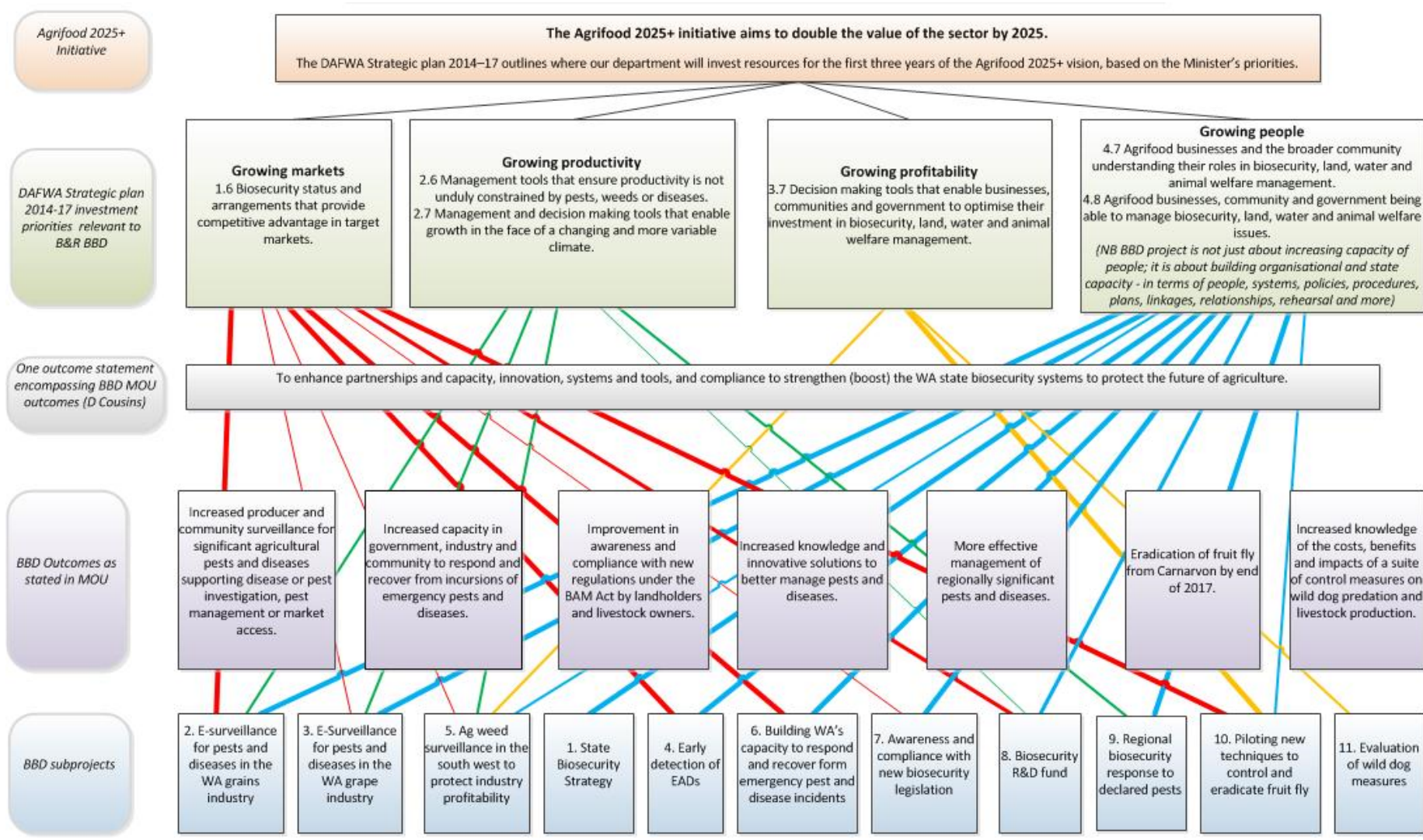
Step 4 – Indicators of success check

Step 5 – Initiation of continuity statements

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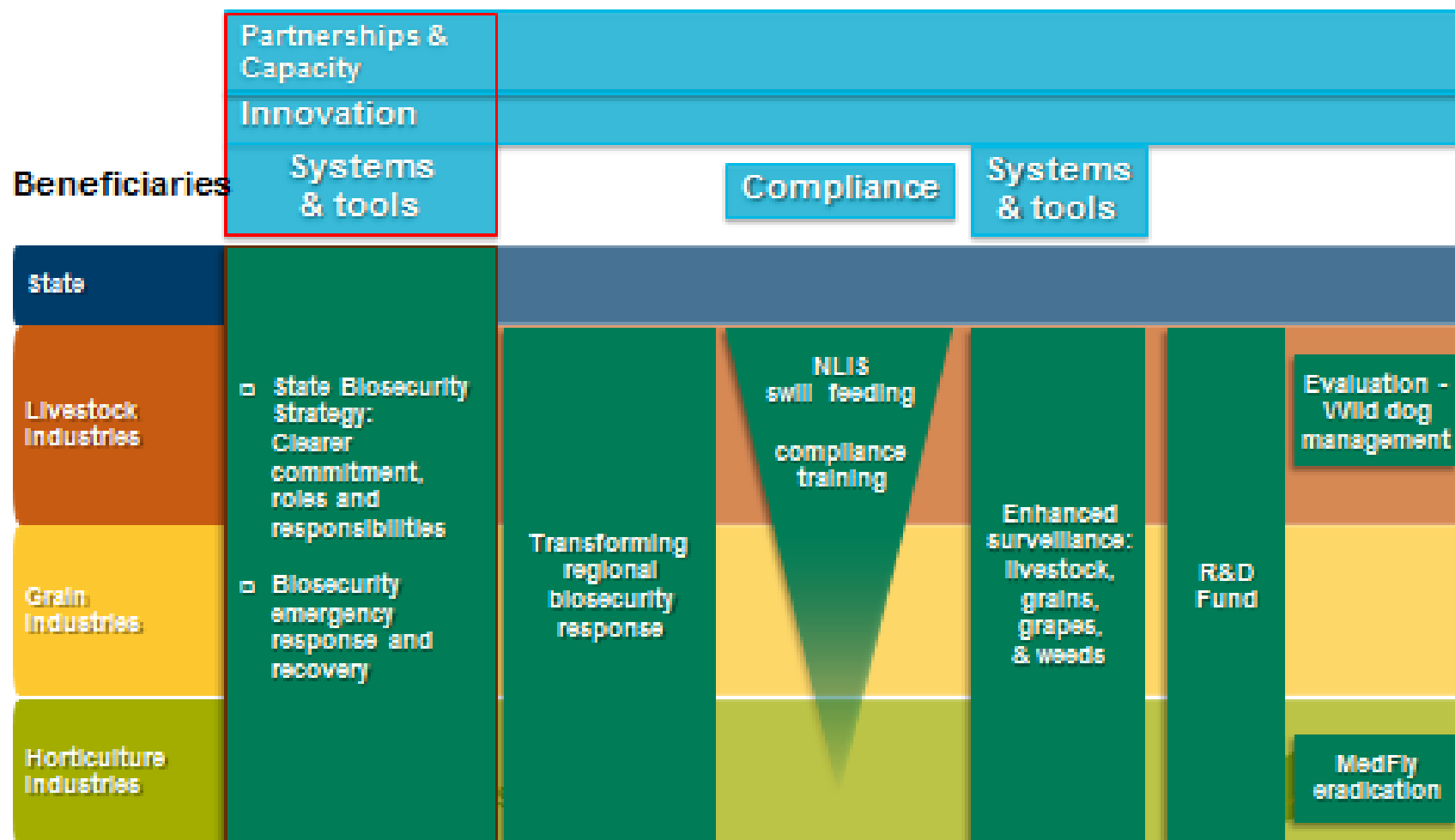
Step 1 – Documentation of strategic level logic

- Not a detailed, cause-effect logic analysis
- Visual representation of how BBD delivers to DAFWAs investment priorities
- Key documents reviewed:
 - Agrifood 2025+ Initiative
 - DAFWA Strategic plan 2014–17
 - BBD Business case
 - BBD MOU





Beneficiaries and key areas of benefit across industries



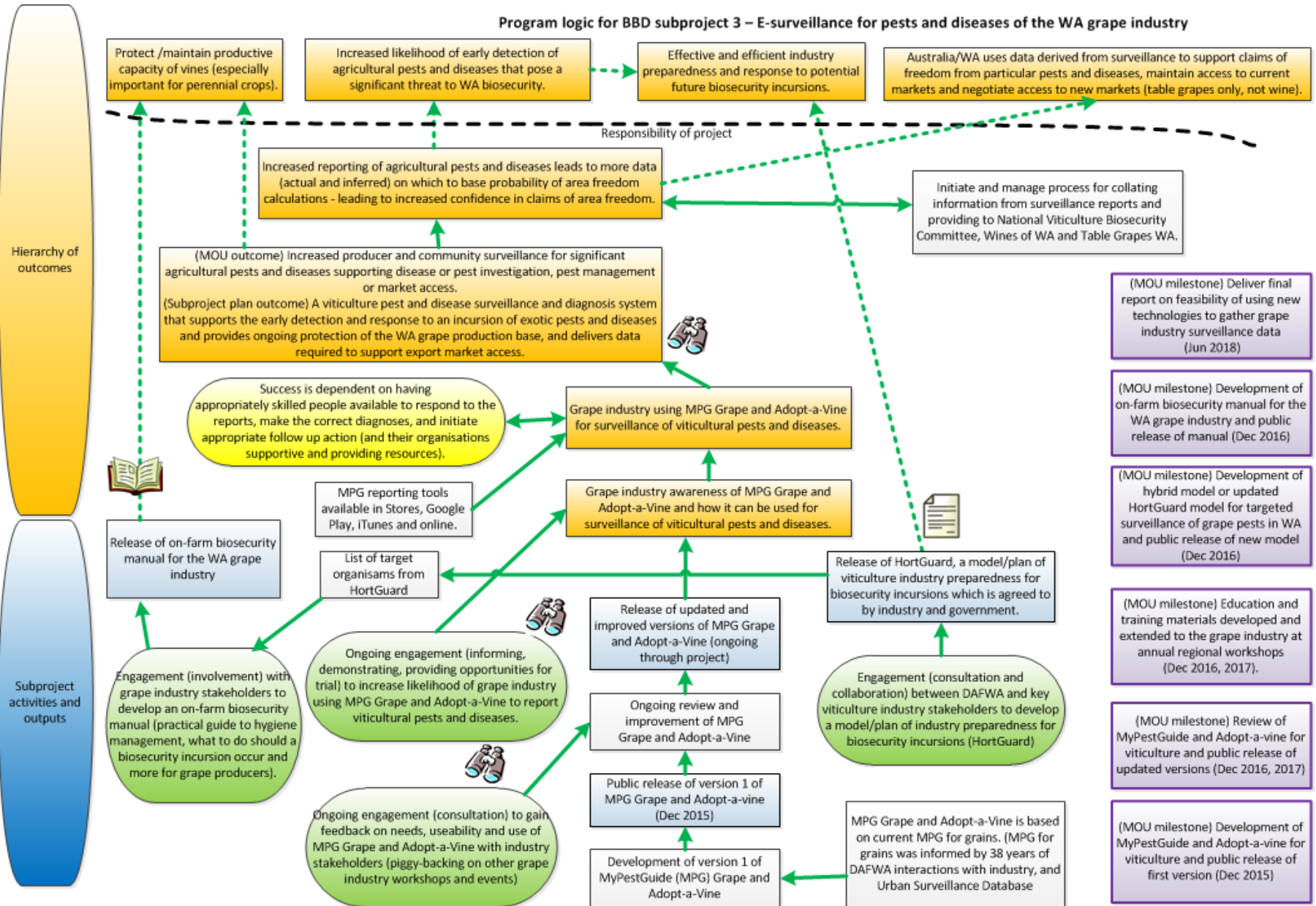
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Step 2 – Review of subproject logic

- **Critical to enable the review of measures**
- **All about detail**
- **Desktop document review of:**
 - BBD MOU
 - BBD Business Case
 - BBD Subproject plans
 - Clarity (DAFWA internal project management system)
 - BBD engagement framework
- **Development of draft logic diagram (using Visio)**
- **Meetings with the subproject manager / other team members to discuss, further clarity and finally confirm the logic**
- **Documentation of logic diagram (which becomes part of subproject evaluation plan)**

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Program logic for BBD subproject 3 – E-surveillance for pests and diseases of the WA grape industry



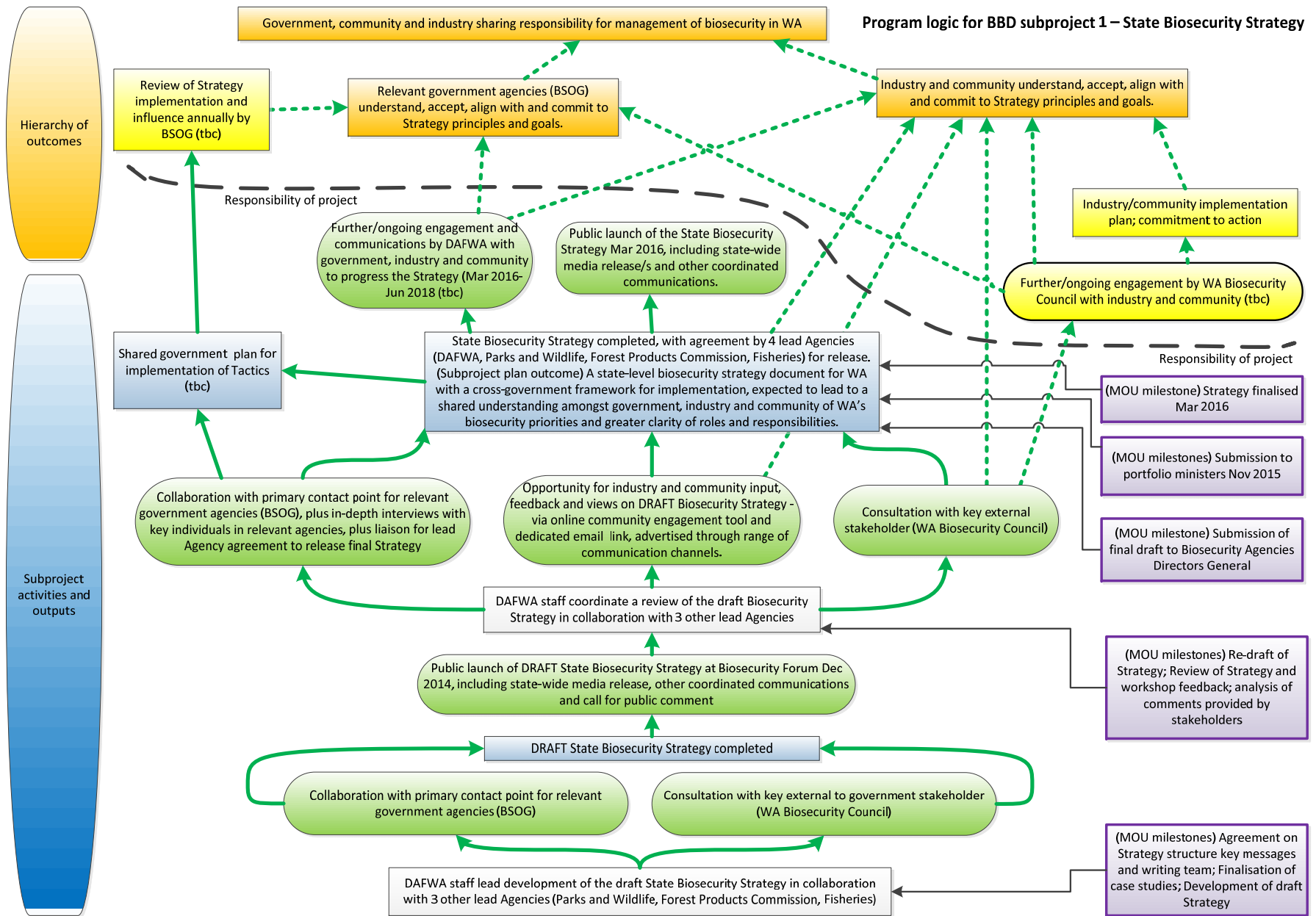
Consistent features in logic diagrams across wide spread of subprojects

- Colour coded boxes
 - Outputs and activities (blue) to hierarchy of outcomes (orange)
 - Engagement elements (green)
- Presents logic around recognisable planning elements and sources
- 'Active' words around engagement activities
 - Inform, consult, involve, collaborate or empower (representing increasing levels of impact expected to result from engagement)
 - Reflects IAP2 Public Participation Spectrum and BBD engagement framework elements

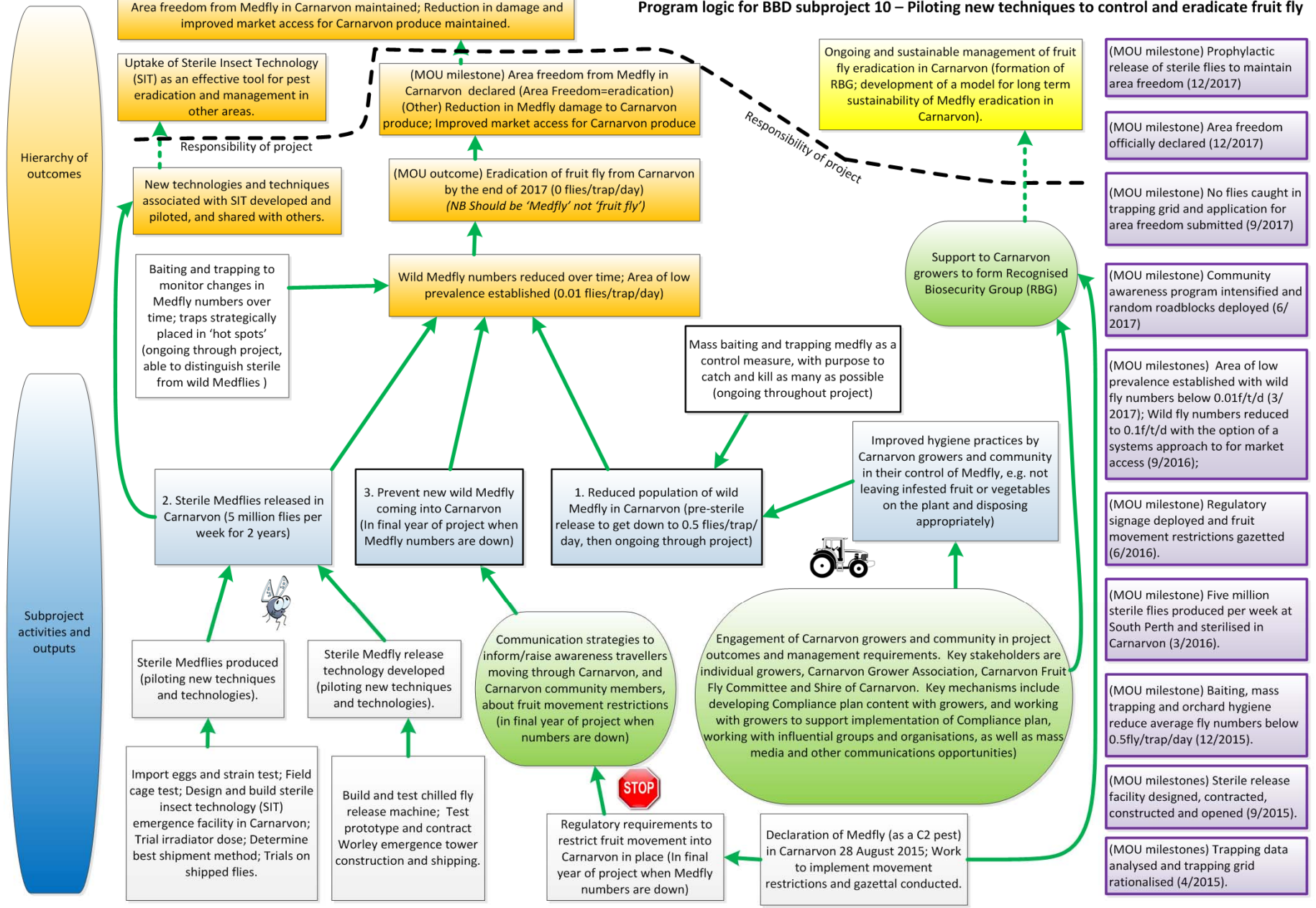
Clarity around responsibility for delivery (and evaluation)

- Dotted black line represents where project responsibility to deliver ends within the hierarchy of outcomes
- Green solid arrows represent direct links which are expected to occur within the project timeframe.
- Green dotted arrows represent links expected to occur beyond the project timeframe (as a result of activities, outputs and outcomes delivered within the project timeframe).

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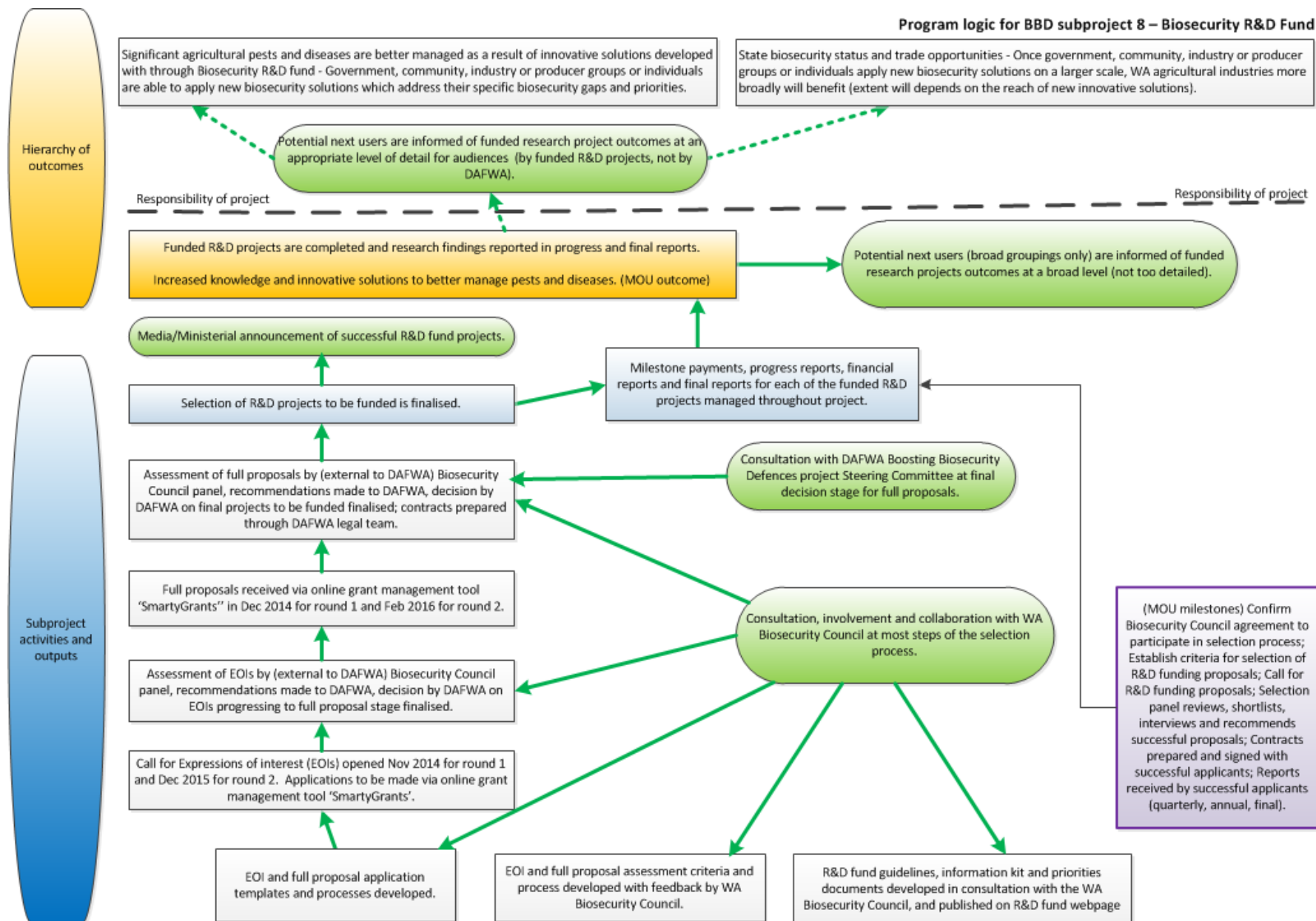
Program logic for BBD subproject 10 – Piloting new techniques to control and eradicate fruit fly



Step 3 – Measures review

- **Hang off the logic**
- **Desktop key document review of:**
 - BBD MOU
 - BBD Business Case
 - Subproject plan
 - Clarity (DAFWA internal project management system)
 - BBD engagement framework
- **Development of draft measures diagram (using Visio)**
- **Evaluation questions and measures for key outputs and outcomes**
- **Meetings with the subproject manager / other team members to discuss, further clarity and finally confirm the measures (in conjunction with Step 2 above)**
- **Documentation of measures diagram (which becomes part of subproject evaluation plan)**

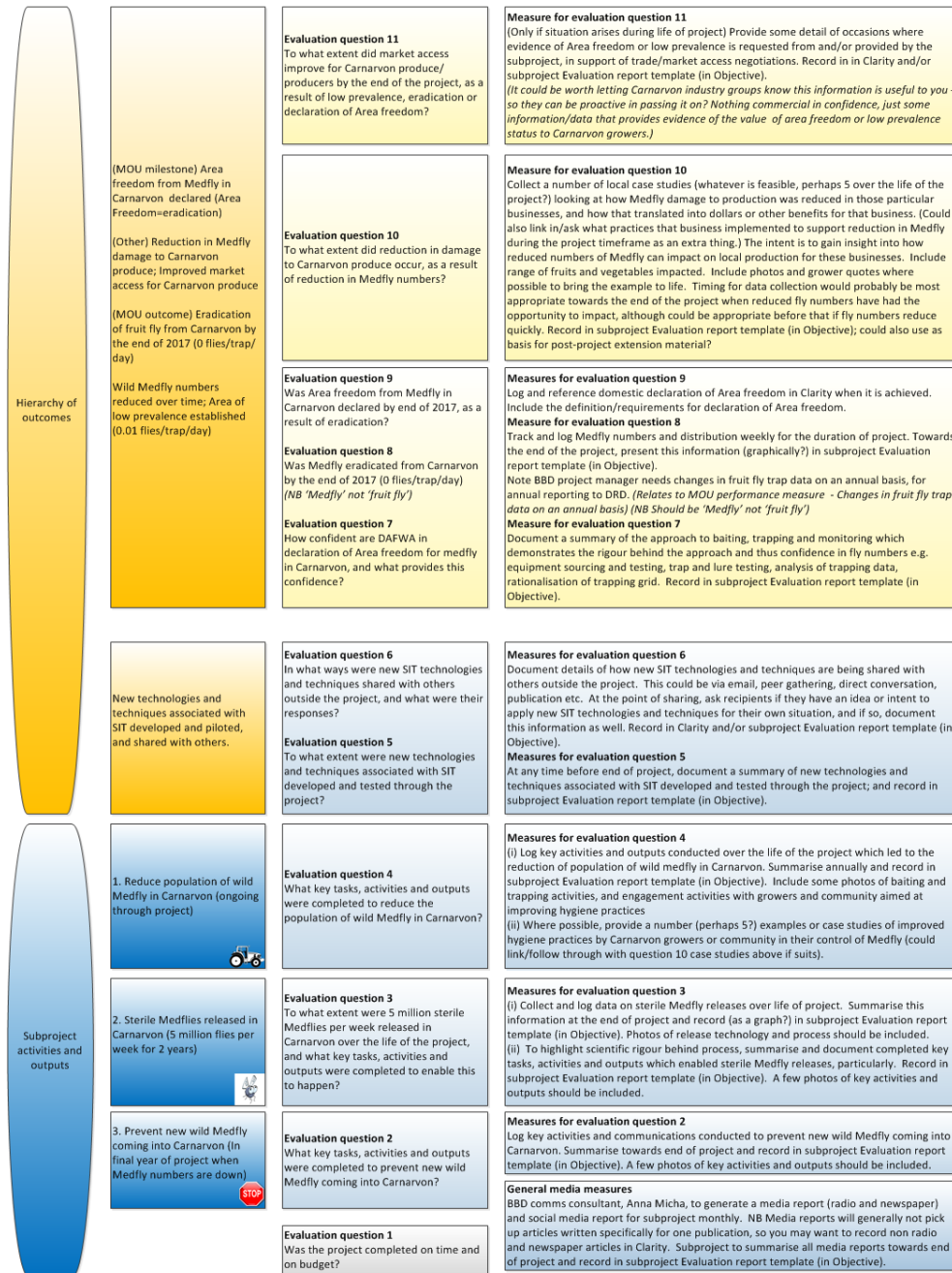
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Evaluation overview (measures against logic) for BBD subproject 8 – Biosecurity R&D Fund



Evaluation overview (measures against logic) for BBD subproject 10 – Piloting new techniques to control and eradicate fruit fly



Step 4 – Indicators of success check

- **Analysis of agreed subproject logic and measures information against MOU performance indicators and measures**
- **Documentation of confirmed intended measures, noting any differences to MOU**

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State Biosecurity Strategy

The development and release of the State Biosecurity Strategy through Boosting Biosecurity Defences subproject 1 is not part of MOU outcome measures. The Strategy is though, an important component of the Boosting Biosecurity Defences project, with the purpose of providing strategic direction for the management of emerging and ongoing biosecurity issues within WA for the 10-year period 2015–2025.]

This evaluation framework proposes to explore a little beyond the MOU milestone (output) of the Strategy being finalised, to consider the question “To what extent do relevant government agencies accept, align with and commit to Strategy principles and goals?” Short term measures for this include completion of a shared government plan for implementation of Strategy Tactics (tbc), and the addition of an annual review of Strategy implementation and influence by the Biosecurity Senior Officers Group (BSOG) into the BSOG Terms of Reference (tbc). The review would include the collection of actions/commitments against Strategy Tactics by each BSOG member for the government organisation they represent. The review should also document any references to the Strategy in subsequent government, industry or community strategies or plans.

The above focus is on actions taken by government agencies to align and commit to the Strategy. This is possible as DAFWA has existing linkages to other government agencies through BSOG. Ultimately though, for the Strategy to work, shared responsibility with industry and community is needed.

Step 5 – Initiation of continuity statements

- **The evaluation framework also identifies the need for an end-of-project continuity statement**
 - Describes what it will take to maintain or enhance achieved subproject outcomes post-project, i.e. maintain or build on any transformation delivered by the subproject
 - Considers about return on investment, legacy, continuity
 - Planning ahead to ensure appropriate stakeholder engagement and best chance of resourcing
- **Concept introduced during meetings with subproject managers/teams at steps 2 and 3 above**
- **Meetings with BBD manager at least 1 year before subproject end to clarify expectations, begin continuity planning and initiate actions as necessary**

Outputs for BBD from evaluation framework development process

- **Strategic level project logic**
- **Indicators of success for overall project**
- **Evaluation plan for each subproject**
 - Subproject logic diagrams
 - Subproject measures against logic
- **Evaluation framework for overall BBD project**
- **Evaluation report template for each subproject**
- **Continuity statement initiated for each subproject**

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General

- Just mapping and discussing the logic within the team/s was highly clarifying (given the environment)
- Timing (1/3 in) worked out well – connected beginning and end in an in-depth and real way
- Having active project (program) manager very much enhanced engagement in approach by subprojects
- Useful to map strategic level logic (DAFWA, industry) – puts you in a better position to connect with them
- Continuity statements thought-provoking
- Intermediary with certain skill level - to drive and facilitate process was key

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Logic and measures-specific (the devil is in the detail)

- **Logic which better visually represents diversity and source of expectations and where they sit in the hierarchy of outcomes**
 - Use of 5 sources of information for initial desktop review of logic and measures
 - Reference to MOU or subproject outcomes, measures and milestones etc
- **Logic which clearly defines project responsibility to deliver in the timeframe; which outcomes are in or out (very much helps to focus the evaluation)**
- **Logic which clarifies different engagement types/purposes**
- **Better visual / spatial representation in logic and measures diagrams helps to highlight hierarchy of outcomes, as well as focus of effort relative to outcome evaluation needs**



- ***Focus and drive is about evaluative thinking not project management***

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Thank you

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