

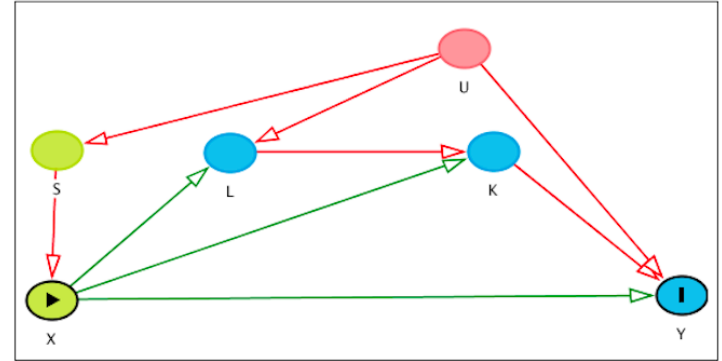


Analytical skills for evaluation: view from the ground

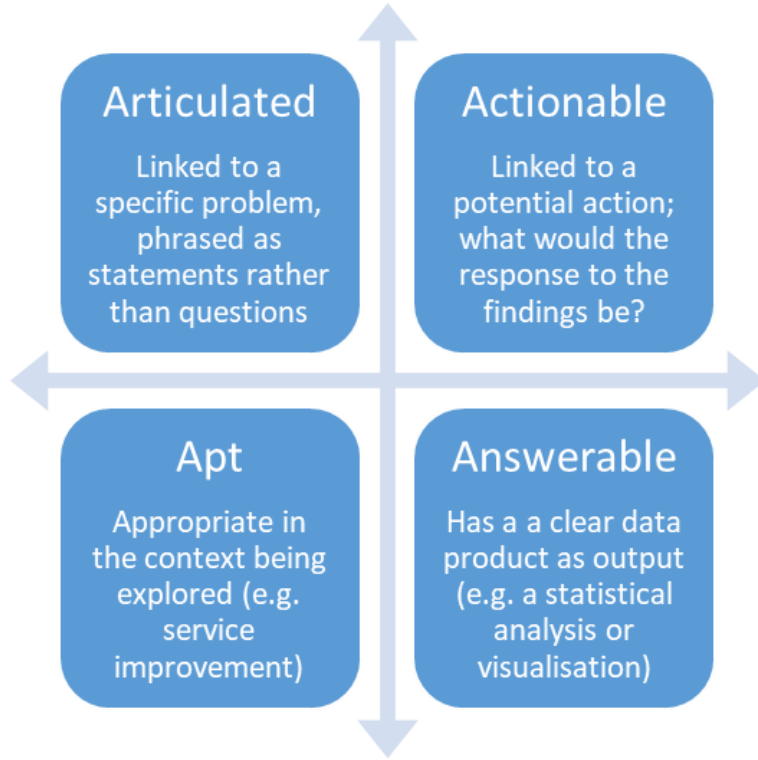
Kate Cheema

Challenges 1: Building confidence in broader skills

- Design thinking; ask for and challenge the causal assumptions before starting data collection & analysis
- Understanding causal inference, and challenging assumptions (e.g. we're special)
- Communication, communication, communication
- Confidence to describe limitations of evaluative findings to a 'customer' not always willing to hear it!
- Synthesis and summary



Challenges 2: Developing questions

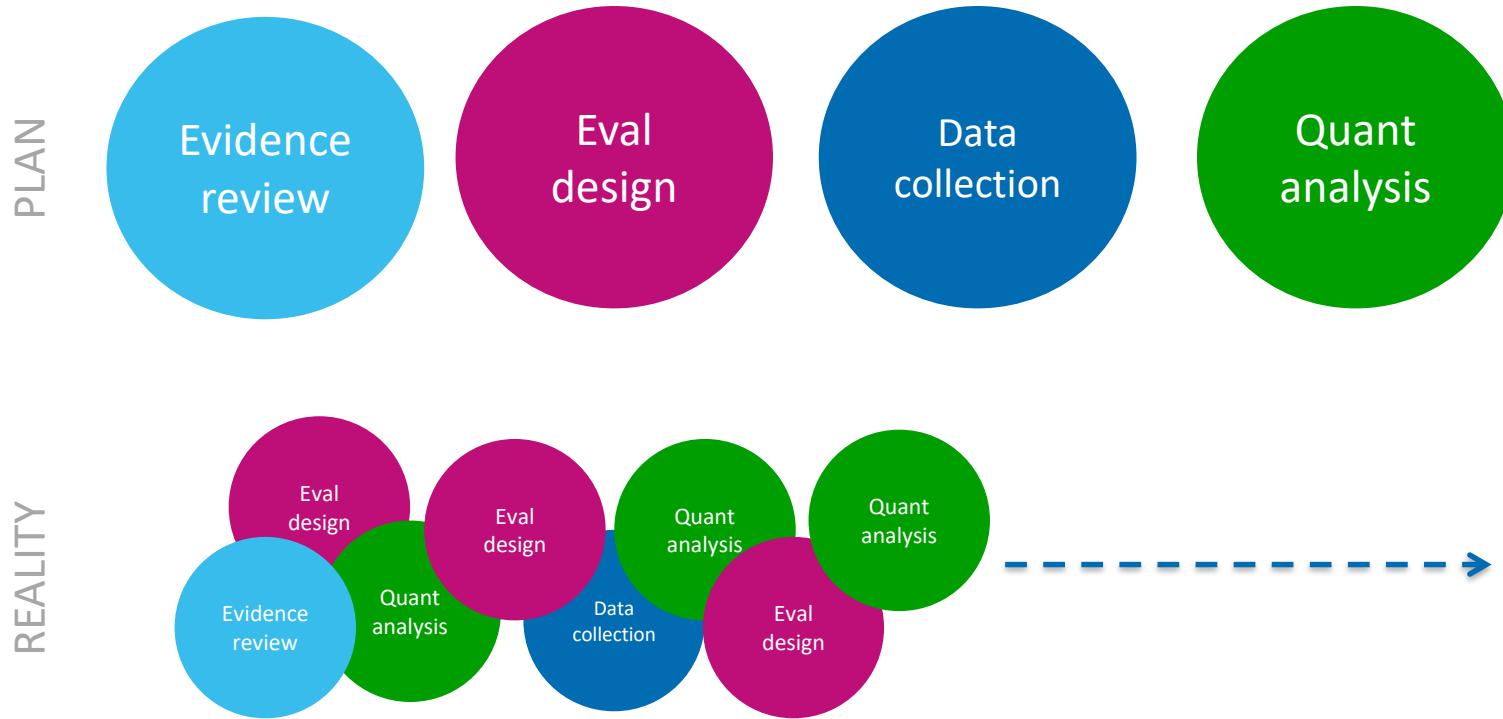


Adapted from: Copeland, E (2018) and George, J (2018)

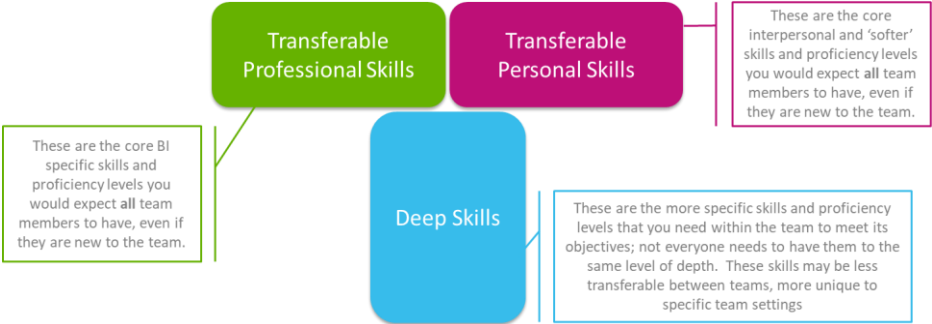
- Sounds simple, right?
- Complicated by:
 - local assumptions (see previous)
 - commercial relationships
 - Confidence in skills
 - Relationship between 'evaluation people' and 'analysts'
- Understanding that an evaluation question does not automatically translate into an analytical question....



Challenges 3: Building evaluation capable teams



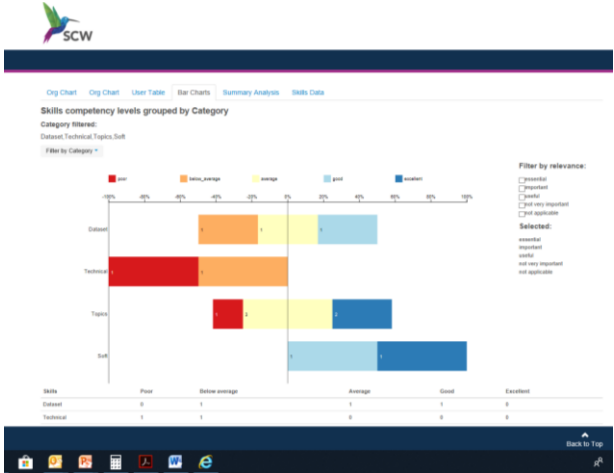
Solution 1: Assessing skills gaps (SCW approach)



Define need at the operational team level



Gap analysis and prioritisation



Understand the current skills baseline

Solution 2: Creating the 'T-shaped' team.....

- Prioritise skills to develop
- Balance technical with interpersonal skills
- Look across as well as within teams
- Focus on peer to peer and applied learning and development
 - Proactively put people together on projects
 - Action learning sets
 - 'Portfolio' of learning projects
- Harness the power of the network
 - National (APHA)
 - Local/STP (AAA)
- But....nothing without personal accountability

