

Andrew Hawkins | Partner & Chief Evaluator

Andrew is Australia's leading strategic evaluative thinking advisor. He combines exceptional problem-solving capabilities with deep evaluation expertise. His distinct value lies in helping organisations reframe complex challenges and making the complex simple, without being too simple.

As a trusted partner to senior decision-makers, Andrew excels at:

- Uncovering hidden patterns and strategic insights across complex systems
- Designing innovative solutions to seemingly intractable problems
- Synthesising evidence to craft compelling strategic narratives
- Understanding strategic intent as measurable outcomes

This strategic mindset, backed by over 300 major public policy engagements, has delivered transformative results for organizations facing complex challenges. Recent examples include:

- Designing NDIS blended payments (Department of Social Services)
- Developing a strategic approach to measuring audit impact (NSW Audit Office)
- Developing a 20-year strategic framework for NSW Housing investment decision making (NSW DPIE)
- Creating innovative approaches for systems evaluation (Paul Ramsay Foundation)
- Leading a strategic review of Australian Government Consulting (Department of Prime Minister and Cabinet)

While internationally recognised for his evaluation expertise, Andrew's true distinction lies in his ability to help clients think differently about their challenges and opportunities. His background in psychology, law and social science, combined with extensive practical experience, allows him to bridge the gap between strategic thinking and practical implementation.



'We value working with Andrew because of his deep theoretical knowledge and ability to understand our needs - we feel in safe hands because his expertise is translated into a pragmatic approach that appreciates the setting in which we work.' – Former client, high profile national NGO.

Education and Awards:

- Winner Best Evaluation System 2024, Australian Evaluation Society
- Winner Best Practice Note 2021, Comparing and contrasting a program versus systems approach to evaluation, Canadian Evaluation Society
- Winner Best Public Policy Evaluation 2014, Australian Evaluation Society
- Master of Administrative Law and Public Policy (Scholarship), University of Sydney (2007)
- Bachelor of Arts (Hons Psychology), University of Sydney (2000)

Contact details:

E: Andrew.Hawkins@artd.com.au

T: +61 425 742 088

W: www.propositionalevaluation.org

Building capacity for evaluation

Andrew has been commissioned by Australian government departments and universities to provide expert advice on evaluation, including:

- Design and implementation of evaluation capacity building program for the Department of Social Services.
- Systems evaluation expert advice for the University of Queensland Institute of Social Science Research as part of their research on equity commissioned by the Australian Universities Accord
- Member of the expert panel for development of the [*RAMESES II reporting standards for realist evaluation*](#).
- Design advice for the Evaluation Readiness Service for the Department of Social Services. a series of guides, templates and decision trees to provide advice to non-evaluators on how to prepare their program for evaluation.
- [Choosing appropriate design and methods for impact evaluation](#) Department of Industry, Science, and Resources (with Professor Patricia Rogers)

Thought leadership on evaluation

Andrew is widely respected for his contributions to the practice and theory of evaluation. He has an active online presence and has been recognised for this in the prestigious journal *Evaluation*. Andrew has published several academic articles about the foundations of evaluation and its useful practice in a complex contemporary context.

- [Propositional Evaluation as a tool to manage the risk of program failure](#)
- [Putting the logic back in program logic.](#)
- [Realist evaluation and randomised controlled trials for testing program theory in complex social systems](#)

Andrew is a board member of the Australian Evaluation Society and has been commissioned to provide numerous seminars, including:

- Value propositions for the Victorian AES (with Dr Julian King)
- Program Logic vs. Theory of Change for the NSW AES
- Evaluating systems change for the AES Systems Special Interest group
 - Foundations of evaluation: past present and future (with Associate Professor Brad Astbury)
 - Evaluand analysis (or what is a policy or program?)

- Designing credible and useful impact evaluations (with Associate Professor Brad Astbury)

Andrew has logged over 18,000 hours of direct client service delivery across the public policy spectrum since 2007: from perinatal depression to early childhood education, child protection, disability, housing, infrastructure, employment, tertiary education, crime, environment, aged care, suicide, and cemeteries. The consistency in his work is his synthesis of reasoned arguments for feasible and credible policy and program responses to complex issues.

Monitoring and evaluation frameworks

- Monitoring and Evaluation Framework and Strategy for NSW Housing Strategy 2041 and 2023-27 Action plan (NSW Department of Planning and Environment 2023)
- Evaluation Framework for the National action plan for the mental health of emergency services workers (National Emergency Management Agency, 2023).
- Evaluation Framework for the National action plan for responding to the abuse of older people (Attorney General's Department)
- Monitoring and Evaluation Framework for the Queensland Housing Strategy 2017-2027 (Queensland Department of Housing and Public Works & University of Queensland Institute for Social Science Research, 2021)

Applied regulation theory

A common thread to many of Andrews' projects since his time as a behavioural scientist has been individual behaviour change and its application in contemporary regulatory theory.

- Pacific Australia Labour Mobility (PALM) review of the operational Deed and Guidelines (Department of Employment and Workplace Relations, 2025). A review of the operation of the PALM Deed and Guidelines as a tool for regulatory compliance of authorised employers.
- Disability Ecosystem Quality and Safeguarding Reform (Department of Social Services, 2025) — Developing a conceptual model, and monitoring and evaluation framework for a unified national Disability Support Quality and Safeguarding Framework and Strategy. This complex work involves coordination across government agencies, strengthening safeguards, and creating cohesive regulatory arrangements across mainstream, foundational and NDIS systems.

- Australian Trusted Trader (ATT) program (Department of Home Affairs, 2015-2024) - winner AES Best Evaluation System 2024
- Industry Interment Scheme Evaluation Framework and Plan (Cemeteries and Crematoria NSW, 2023)
- Joint monitoring and data sharing for enhanced compliance and fraud detection (Department of Education, 2023) — Evaluated a pilot project between the Commonwealth and states and territories designed to improve compliance outcomes through coordinated approaches.
- Whole of Entity Evaluation Strategy (Australian Skills Quality Authority, 2023) — Developed a comprehensive evaluation strategy for ASQA's regulatory approach to vocational education.
- Consultation on NDIS Quality and Safeguarding Framework (Department of Social Services, 2015)
- Evaluation of the Quality Ratings Initiative (NSW Department of Education, 2021)

Education

- Evaluation of the Institute of Applied Technology (NSW Department of Education, 2024)
- Evaluation of Restacking the Odds (Murdoch Child Research Institute and Paul Ramsay Foundation, 2024)
- Evaluation of Thriving Queensland Kids Partnership (ARACY and Paul Ramsay Foundation, 2024)

Employment

- Evaluation of the Skills Organisation Pilots (Department of Education, Skills and Employment, 2022)
- Evaluation of the National Youth Employment Body (NYEB) (Brotherhood of St Lawrence & Paul Ramsay Foundation, 2023)
- Evaluation Framework for implementation of regulatory reforms to the Australian Skills Quality Authority (Australian Skills Quality Authority, 2023)

- Youth Jobs PaTH (Australian Department of Education, Skills and Employment, 2019)

Housing and homelessness

- Opportunity Pathways Social Impact Investment (NSW Department of Communities and Justice, 2024)
- Future Directions in Social Housing: Service Improvement Initiatives (NSW Department of Family and Community Services, 2019-2023).
- Work Activity Analysis tool (WAAT) and the cost of providing social housing (Homes NSW, 2009, 2013 & 2024)
- Service Improvement Plan and Resource Allocation Model (South Western Sydney 2018, Western Sydney 2020, NSW Department of Communities and Justice)
- Housing Contact Centre Evaluation (NSW Department of Communities and Justice, 2018)
- Reforms to anti-social behaviour in social housing process and outcomes evaluation (NSW Department of Communities and Justice, 2018)

Strategy and design

- Blended Payments models co-design (with UNSW and Taylor Fry for DSS (2024-27)
- NDIS pricing and payments reform consultation and principal co-design (2024) (with UNSW)
- Reform Logic for the Early Childhood Education Reform Agenda and Start Strong (NSW Department of Education, 2022)
- Strategic consultation and development of the National action plan for the mental health of emergency services workers (National Emergency Management Agency, 2021)

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