

## Andrew Hawkins | Partner & Chief Evaluator

Andrew is one of Australia's most experienced strategic evaluators. He helps senior decision-makers reframe complex policy and program challenges, drawing together strategy, evaluation and risk management. Clients come to him for judgement as much as method: the ability to see the pattern in a tangled problem and build evidence that carries the decision.



As a trusted partner to senior decision-makers, Andrew will often:

- uncover patterns and strategic insights across complex systems
- design credible responses to problems that have resisted easy answers
- synthesise evidence into narratives that inform real decisions
- generate evidence where data is thin or contested.

This strategic mindset has delivered transformative results for organisations facing complex challenges. Recent examples include:

- synthesising effective designs for social impact investing (Department of Social Services)
- designing NDIS blended payments (Department of Health Disability and Ageing)
- 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)
- applying and developing innovative approaches for systems evaluation (Paul Ramsay Foundation)
- two strategic reviews of Australian Government Consulting (Department of Prime Minister and Cabinet).

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*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.*

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### Recognition

- Vice President, Australian Evaluation Society (elected 2025-2027)
- 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)

### Thought Leadership

Andrew is widely respected for his contributions to the practice and theory of evaluation. He has an active online presence recognised in the journal *Evaluation*. Andrew has published several academic articles exploring evaluation foundations, and multiple approaches and methodological debates in evaluation.

- Hawkins AJ (in press) Lenses and their blind spots: a comparative framework for evaluation paradigms. *Evaluation*

- Hawkins AJ and Bayley S (2025) Managing the risk of program failure: Propositional Evaluation as a tool for risk management. *Evaluation Journal of Australasia* 25(1): 23–44
- Hawkins AJ (2020) Program logic foundations: putting the logic back into program logic. *Journal of MultiDisciplinary Evaluation* 16(37): 38–57
- Hawkins AJ (2016) Realist evaluation and randomised controlled trials for testing program theory in complex social systems. *Evaluation* 22(3): 270–285

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## Evaluation Capacity Building

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

- Fit for Purpose Evaluation – an invited presentation to the Australian Centre for Evaluation and the Academy of Social Sciences in Evaluation at the 2025 evaluation policy roundtable with Minister Andrew Leigh.
- 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](#).
- Foundational and Intermediate training curriculum development and training for the Department of Social Services and design advice for the Evaluation Readiness Service, 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.
- Numerous commissioned workshops for the Australian Evaluation Society – including Designing Credible and Useful Impact Evaluations, Mixed Methods Mastery, and Foundations of Evaluation with Associate Professor Brad Astbury.
- Numerous seminars on evaluation, including: Value Propositions for the Victorian AES (with Dr Julian King); Program Logic vs. Theory of Change for the NSW AES; A Minimal Viable Product for Evaluating Systems Change for the AES Systems Special Interest group.

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Founder of [Propositional Evaluation \(propositionalevaluation.org\)](http://propositionalevaluation.org) a rigorous approach for evaluation in areas of great uncertainty, and where proportionate, rapid and risk-based evaluation is required.

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## Practice

Since 2007, Andrew has logged over 20,000 hours of direct client service with ARTD across more than 300 public policy engagements. His work spans perinatal depression, early childhood education, child protection, disability, housing and homelessness, infrastructure, employment, tertiary education, crime and justice, environment, aged care, suicide prevention, and cemeteries regulation. Consistent across this range is his synthesis of reasoned arguments for feasible and credible policy and program responses to complex issues. Andrew sees evaluation design as a dialogue. By working through what matters with the client, he arrives at the right questions and methods faster, producing evidence that is both efficient to generate and genuinely useful for the decision at hand.

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