Andrew Hawkins | Partner & Chief Evaluator



Andrew is one of Australia's most experienced strategic evaluators, with more than 20,000 hours of direct client service across more than 300 public policy engagements since 2007. He helps senior decision-makers reframe complex policy and program challenges, drawing together strategy, evaluation and risk management. His evaluations test whether a policy or program is likely to work before funds are committed, and give agencies proportionate evidence for policy design, investment and Budget decisions, in line with the Commonwealth Evaluation Policy. He is among a small number of verified individuals on the Australian Centre for Student Equity and Success (ACSES) Impact Evaluation Provider Directory, with verified expertise in quantitative impact evaluation. Clients come to him for judgement as much as method: the ability to see the pattern in a tangled problem and build evidence that supports decision-making.

Recent strategic work for Commonwealth and other clients includes:

- two strategic reviews of Australian Government Consulting (Department of the Prime Minister and Cabinet)
- synthesising effective designs for social impact investing (Department of Social Services)
- designing NDIS blended payments (Department of Health, Disability and Ageing)
- system analysis of disability quality and safeguarding action across Australia for the national strategy (Department of Health, Disability and Ageing)
- creating options for employment services redesign (Department of Employment and Workplace Relations)
- developing a strategic approach to measuring audit impact (NSW Audit Office)
- developing a 20-year strategic framework for NSW housing investment decision-making (NSW Department of Planning, Industry and Environment)
- applying and developing innovative approaches for systems evaluation (Paul Ramsay Foundation).

'Andrew's approach to program logic is brilliant – the executive loved it straight away – it's like he was in my brain, that's how good it was.' – Former government client

Practice

Andrew's work at ARTD has informed investment frameworks, payment and funding design, system reform and regulation across disability, aged care, housing and homelessness, child protection, early childhood and tertiary education, employment, crime and justice, infrastructure, suicide prevention and the environment. Across this range, he helps clients build reasoned arguments for policy and program responses that are feasible and credible. 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 useful for the decision at hand.

Recognition and qualifications

- Vice President, Australian Evaluation Society (elected 2025–27)
- Judge, World Evaluation Case Competition 2026
- 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)
- Security clearance: Negative Vetting Level 1 (NV1) vetting in progress; previously held Baseline

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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.

Thought leadership

Andrew publishes on the foundations of evaluation, program logic, risk and methodological debates in the field. Recent articles include:

- Hawkins, A. J. (2026). Lenses and their blind spots: A comparative framework for evaluation paradigms. Evaluation, 32(4), 647–661.
- Hawkins, A. J., & 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, A. J. (2020). Program logic foundations: Putting the logic back into program logic. Journal of MultiDisciplinary Evaluation, 16(37), 38–57.
- Hawkins, A. J. (2016). Realist evaluation and randomised controlled trials for testing program theory in complex social systems. Evaluation, 22(3), 270–285.

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 its research on equity commissioned through the Australian Universities Accord.
- Member of the expert panel for development of the RAMESES II reporting standards for realist evaluation.(2016) and for Developing a Quality Assessment Tool for Realist Synthesis (2026)
- 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 for the Department of Industry, Science and Resources with Professor Patricia Rogers.

Founder of Propositional Evaluation (propositionalevaluation.org) and Outcomes Assurance.

Propositional Evaluation is the theory: a rigorous approach to evaluation in areas of great uncertainty, where proportionate, rapid and risk-based evaluation is required. Outcomes Assurance is the practice. It applies that theory across the whole life of a policy or program, answering the question a decision-maker asks at each stage: where should we act, what can we commit to, how should we design it, can it work, and is it working? Evaluation is not left to the end – it's a constant process that can be scaled up or down depending on context.

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andrew.hawkins@artd.com.au

Connect with Andrew on LinkedIn

02 9373 9900

www.propositionalevaluation.org

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