

SFJCPS9.6

Evaluate policies, projects and programmes in the public sector



Overview

This standard is about using evidence to evaluate policies, projects and programmes. Whilst this standard addresses the areas of policies, projects and/or programmes, for brevity, the word policies is used throughout to cover all three areas.

This standard should be used in conjunction with your organisation's own leadership behaviours.

This standard reflects best practice within the PSG in relation to aspects of Analysis and Use of Evidence core skill.

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Performance criteria

You must be able to:

- P1 identify and agree the criteria against which the success of a policy is to be evaluated, ensuring that these are specific, realistic and measurable
- P2 evaluate the outcomes of the policy against the agreed criteria
- P3 use relevant testing methods to ensure that the evaluation is evidence-based
- P4 identify relevant sources and methods of obtaining the information to inform decision making
- P5 engage with relevant stakeholders in gathering and evaluating evidence, where necessary
- P6 promote the support of those who are providing the evidence, informing them of your reasons for seeking the information, and the use to which you will be putting the
- P7 gather and assess all relevant information
- P8 assess the costs and benefits arising from the policy, comparing these against those anticipated, where appropriate
- P9 ensure that the evidence used in supporting key decisions is robust
- P10 identify any areas of underperformance against the criteria, discuss and agree the causes with those involved
- P11 ensure that the resources used, and the extent of your evaluation is justified according to the scope and impact of the policy
- P12 undertake evaluations to agreed budgets and timescales, and in accordance with organisational requirements
- P13 determine and agree the need to publish the outcomes of the evaluation, and take the necessary actions accordingly
- P14 use the outcomes from the evaluation to inform and improve future policy design and implementation
- P15 maintain accurate, complete and up to date records of the evaluation

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Knowledge and understanding

You need to know and understand:

- K1 the implications of policies, projects and programmes, and the importance of evaluating policies, projects and programmes against evidence, and how to do this
- K2 how to use and communicate evidence effectively and with integrity to support outputs for which you are responsible
- K3 sources of information and evidence appropriate to evaluating policies, projects and programmes
- K4 the importance of consulting with colleagues when undertaking evaluations
- K5 key criteria used in the evaluation of policies, projects and programmes
- K6 the importance of ensuring that the resources devoted to an evaluation are commensurate with the scope and potential impact of the policy/project/programme being appraised
- K7 the importance of sharing results in which you have confidence with colleagues working in the same or similar policies, projects or programmes, and how to do this
- K8 formal testing strategies, including the use of peer review and independent scrutiny
- K9 how to ensure ownership of the intellectual property and publication rights of evidence
- K10 when evidence and outcomes from an evaluation might be published, and how to do this

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Additional Information

Behaviours

- 1 You identify and work in partnership with people who can support your work
- 2 You identify the implications or consequences of a situation
- 3 You show sensitivity to stakeholders' needs and interests, and manage these effectively, involving stakeholders through the process
- 4 You present information clearly, concisely and accurately
- 5 You demonstrate confidence when working with providers of evidence

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