

BETTER EVALUATION

MATTERS

REPORT OF THE FIRST 18 MONTHS
JULY 2019 - DECEMBER 2020



BetterEvaluation

WHO WE ARE

BetterEvaluation is a not-for-profit organisation and registered charity.

Our mission is to work collaboratively with our global community to create, share and support use of knowledge about how to better plan, manage, conduct and use evaluation.

BetterEvaluation began in 2009 as a global, collaborative project hosted at the Royal Melbourne Institute of Technology (RMIT University), and then at the Australia and New Zealand School of Government (ANZSOG) before incorporating as an independent organisation in 2019.

Our work on 'evaluation' includes the full range of monitoring and evaluation activities,

frameworks, and systems, and includes evaluations of a project, program, policy, product, network, organisation, or strategy. It also includes evaluations that are known by different labels, such as impact assessment, impact measurement, or return on investment

BetterEvaluation involves three inter-related components that both contribute to and draw from improvements in evaluation practice:

- the knowledge platform
- evaluation capacity strengthening
- research and innovation

WHY EVALUATION MATTERS

Evaluation has always mattered, but there has never been more urgency to do evaluation well, given the complex social, economic and environmental challenges that face organisations and communities and the rise of misinformation and polarised political climates that can exclude people from decisions that affect their lives.

Doing evaluation well supports effective decision-making processes of individuals and organisations and builds persuasive narratives about what public value is and how it can be produced.

Doing evaluation badly can have significant adverse effects, particularly on the most vulnerable. It can lead to decisions to close effective programs or to support programs that are ineffective or that lead to greater inequity. The processes of doing evaluation badly can also affect individuals, organisations and communities negatively, adding to their administrative burden, distracting from 'real' work, discouraging honest admission of problems and reducing opportunities to improve.

SUPPORTING OUR WORK

BetterEvaluation is funded by local, regional and international organisations.

We have been fortunate to work with partners on a range of projects addressing global challenges, including sustainable development, inequality, the COVID-19 pandemic, and the need for adaptive planning, management and evaluation of projects, programs and policies.

We partner with organisations seeking to improve the evaluation capacity and capability of their own organisation and/or their grantees and partners.



The Evaluation Department in the Norwegian Agency for Development is an honored supporter of BetterEvaluation’s work. We find the knowledge platform, with its unparalleled library of free and downloadable materials, an important resource for strengthening individual and organisational capacity for conducting, managing and using evaluations.

Siv Janne Lillestøl, Assistant Director,
Evaluation Department, Norad

JUNE 2019-DEC 2020 FUNDERS

KNOWLEDGE PLATFORM SUPPORT

(some in conjunction with discrete projects)

- Australia and New Zealand School of Government (ANZSOG)
- The David and Lucille Packard Foundation (through ANZSOG)
- Ministry of Foreign Affairs of Denmark (DANIDA)
- New Zealand Ministry of Foreign Affairs and Trade (MFAT)
- Norwegian Agency for Development Cooperation (NORAD)
- RMIT University (Royal Melbourne Institute of Technology)

DISCRETE CAPACITY

STRENGTHENING OR RESEARCH AND INNOVATION PROJECTS

- Department for International Development, UK (through IOD PARC’s EQUALS Program)
- Department of Foreign Affairs, Australia (DFAT) (through ANZSOG)
- European Commission Directorate-General for International Cooperation and Development (DEVCO) (through AGRER)
- International Program for Development Evaluation Training (IPDET), University of Bern
- New South Wales Department of Communities and Justice
- Northern Territory Government, Office of The Commissioner for Public Employment (through ANZSOG)
- Pacific Community (SPC)
- United Nations Children’s Fund (UNICEF)
- United Nations System Staff College (UNSSC)
- Victorian Department of Premier and Cabinet (through ANZSOG)

A large crowd of people in a city street, viewed from behind, with a person in a wide-brimmed hat in the center. The text is overlaid on the image.

**OUR VISION
IS A WORLD
OF BETTER
EVALUATION,
BETTER
DECISIONS,
AND BETTER
RESULTS FOR
PEOPLE AND
THE PLANET**

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STATEMENTS

KAREN BARFOOT, CHAIR, BETTEREVALUATION

During the past year, individuals, communities and organisations have faced enormous challenges, not least the impact of COVID-19 on health and economic circumstances, the climate crisis and natural disasters.



*Karen Barfoot
Chair*

I'm proud of BetterEvaluation's achievements and looking forward to working together in the year ahead to create a world of better evaluation for people and the planet.

In this climate of great uncertainty, good evaluation is essential to inform thinking and actions so we can achieve equitable, inclusive and sustainable development in communities, organisations, nations and regions.

Against the odds, and keeping sight of its guiding principles to do no harm and do maximum good, BetterEvaluation has had a busy and remarkably successful first year as an NGO.

The overarching priority for 2019-20 was to establish BetterEvaluation as a robust, independent organisation, pro-actively and explicitly enacting its mission, and recognised as a vital and enduring component of the global evaluation architecture. BetterEvaluation has worked to enhance the knowledge platform, to articulate and demonstrate our principles-based approach to capacity strengthening, develop and strengthen strategic partnerships, and establish processes and systems to ensure sustainability. BetterEvaluation has made remarkable progress in all these areas,

I'd like to thank the outgoing and inaugural chair, Gill Callister for her guidance and expertise in the first year of BetterEvaluation. I'd also like to extend my thanks to all the board members for their dedication to supporting this fledgling NGO and its significant ambitions to make evaluation better.

Many thanks to those that have partnered with BetterEvaluation over the years, especially partners over the past 18 months.

And thanks to our staff, and their energetic commitment to supporting the use of BetterEvaluation locally and globally, individuals and organisations.

PATRICIA ROGERS CEO, BETTEREVALUATION

Good evaluation matters. Good evaluation helps people clarify what success looks like, identify what information they need, and how to get it and make sense of it. Good evaluation helps inform decisions about what to do and how to improve, and is essential to guide the best use of resources and to ensure accountability and learning.

Today, as I reflect on this period of great uncertainty, rapid change, increasing need and scarce resources, my belief in the transformative potential of good evaluation is more steadfast than ever.

BetterEvaluation began more than 10 years ago as a series of conversations about how to improve evaluation globally. It was clear that evaluation needed to be done better – not just discrete evaluations done by external evaluators, but all sorts of evaluative thinking and activity undertaken by evaluators, staff, managers, and communities. While there was already a lot known about how to do evaluation better, this knowledge was scattered across organisational, sector and disciplinary boundaries or not documented at all. It was clear that there were opportunities to work together to share existing knowledge and to build new knowledge about doing evaluation better.

In our first 18 months of operations as an independent NGO and registered charity, I'm delighted at what our small team has been able to achieve, working locally and globally with a range of partners. While the pandemic and resulting lockdown in Victoria, Australia prevented us from meeting each other and our partners in person, our team has managed to work effectively remotely, and expanded to include an Operations Manager and Communications and Website Officer.

This time has seen us develop greater clarity about the principles and priorities that underpin our work, make significant improvements to our website to make our resources more accessible, deliver face to

face courses and our first customised online course, work with organisations to review and improve their monitoring and evaluation systems and individual evaluation designs, and engage in national, regional and global discussions and events.

We have responded to the need for informed guidance to address the current context, pivoting to produce material on ways of doing evaluation within physical distancing restraints, real-time evaluation, evaluation to support adaptive management, addressing equity in evaluation, online capacity strengthening and other resources relating to evaluation in a time of pandemic and intersecting crises.

We have also been part of some great partnerships, such as Eval Partners and Eval4Action, and are excited about what's in store in our new partnership with GEI.

I want to thank the members of the Board who took a leap of faith with a new organisation, and whose support for our efforts has been much appreciated. Special thanks to Gill Callister, our inaugural Chair, Mark Madden, inaugural Secretary, and Karen Barfoot our current Chair for helping to ease the learning curve for us all.

Thank you to everyone who believes in the work we do, whether as a visitor to our website, a content creator, a newsletter subscriber or a founding partner. We cannot achieve our vision alone, and your contributions are sincerely valued.

Looking forward, we're excited about a range of new global partnerships to improve evaluation practice globally. In the coming year we will be focused on how evaluation can better support efforts to improve equity and environmental sustainability and be more useful in uncertain and turbulent times.

Together we can create, share and support the use of knowledge about evaluation to address the global challenges we face. Together we can make evaluation better, for a better world.



Patricia Rogers,
CEO

OUR PRINCIPLES

DO NO HARM

make informed choices

about evaluation methods and processes to suit the particular situation.

identify benefits and risks

in the options available — especially for those left behind or excluded.

learn from experiences

in your own organisation and sector and from others currently and in the past

review quality and impact

of evaluation — especially for those left behind or excluded — in systematic manner, and take action to improve.

DO MAXIMUM GOOD

embed evaluative thinking and evidence

throughout planning and implementation, not only on completion of a project.

act strategically

to make decisions about where to focus evaluation efforts.

address equity

issues in every step of the evaluation process.

OUR PRINCIPLES

CAPACITY STRENGTHENING

start from local needs and priorities

and design learning around these.

identify and build on existing knowledge and strengths

Identify and build on local knowledge and existing strengths.

respect local culture

Learn about, respect and work appropriately within the local culture.

establish true partnerships

for mutual learning.

support application and adaption of new knowledge

to people's own context and document emerging learnings.

design for learning over time

so that learners are supported over time, rather than one-off events.

KNOWLEDGE PLATFORM

advocate for full range of methods

curate existing knowledge about the full range of evaluation methods and processes, not advocating for any one method or process.

support decision-making

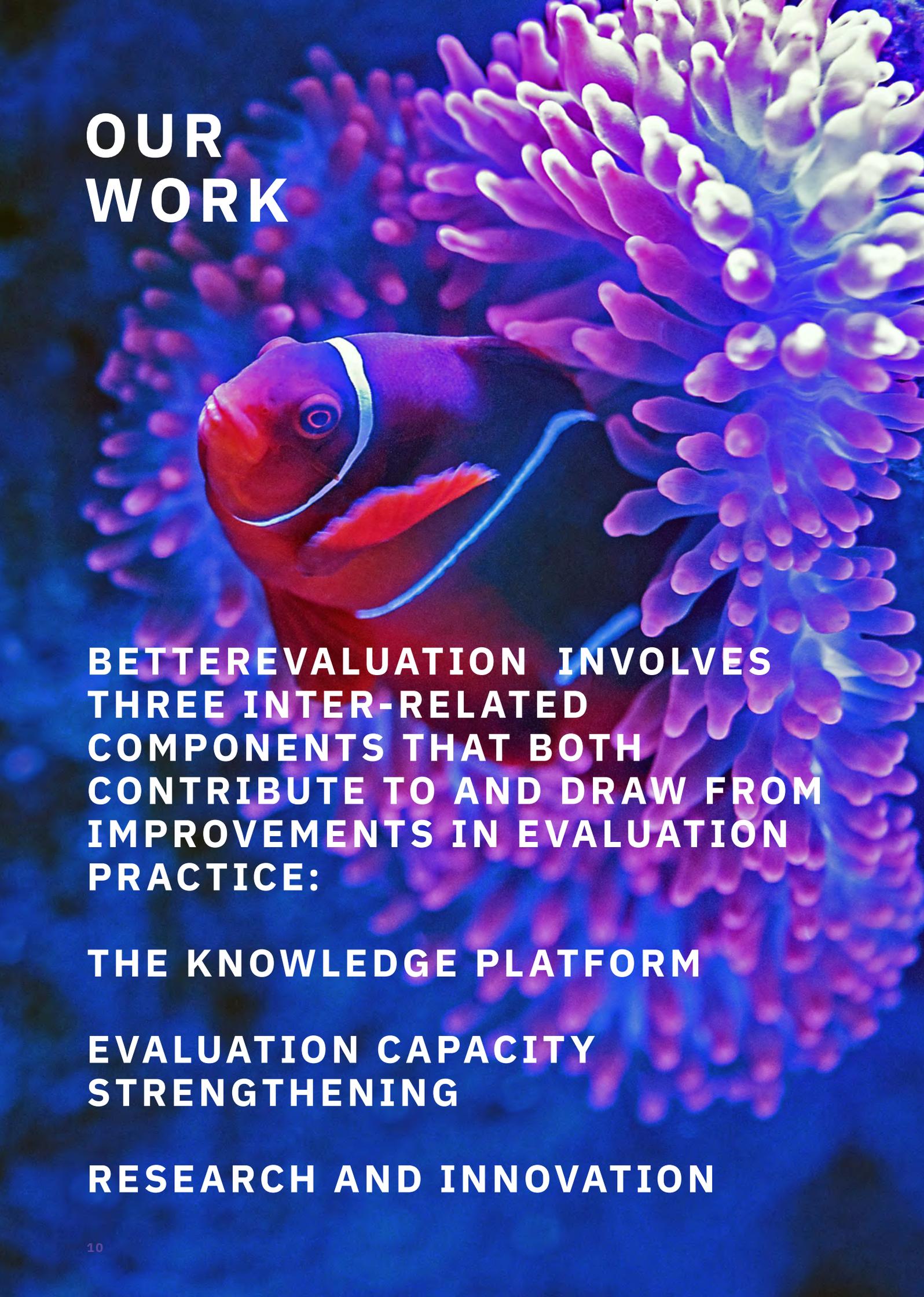
Co-create new knowledge about which methods and processes suit particular situations and how to use them well.

provide tools for understanding equity

implications of decisions at each stage of evaluation.

look across boundaries

Draw on learnings from different organisations, sectors and disciplines.



OUR WORK

**BETTER EVALUATION INVOLVES
THREE INTER-RELATED
COMPONENTS THAT BOTH
CONTRIBUTE TO AND DRAW FROM
IMPROVEMENTS IN EVALUATION
PRACTICE:**

THE KNOWLEDGE PLATFORM

**EVALUATION CAPACITY
STRENGTHENING**

RESEARCH AND INNOVATION

THE KNOWLEDGE PLATFORM

Our knowledge platform is a free, credible, website of evaluation tools and resources. We're visited by over a million individuals and organisations a year, including those in the Global South and those with limited resources.

The material on betterevaluation.org can be easily adapted to help support evaluation capacity strengthening efforts. The content, excluding images, logos and external resources, are free to use and adapt under a Creative Commons license.

Some of the ways in which organisations and individuals use our material include using a section of the website, such as the Manager's Guide to Evaluation, to structure learning exercises or entire workshop, or as the underlying framework to a research paper (such as ALNAP's [Evaluating protection in humanitarian action](#) report) or resource (such as the NSW Government Evaluation Toolkit).

300+

METHODS AND PROCESSES

1.10m

USERS (2020)

MORE THAN 300 METHODS AND PROCESSES

from [planning an evaluation](#) to sharing the findings, plus a [curated resource library](#), [events](#), [approach](#) and [thematic pages](#) – in multiple languages.

EXPERT GUIDANCE

our '[Rainbow Framework](#)' guides the selection and use of evaluation methods and processes to help practitioners find the best approach for their needs.

RESOURCES FOR MANAGERS AND COMMISSIONERS

including a [Manager's Guide to Evaluation](#), and a [Terms of Reference generator](#), the GeneraTOR.

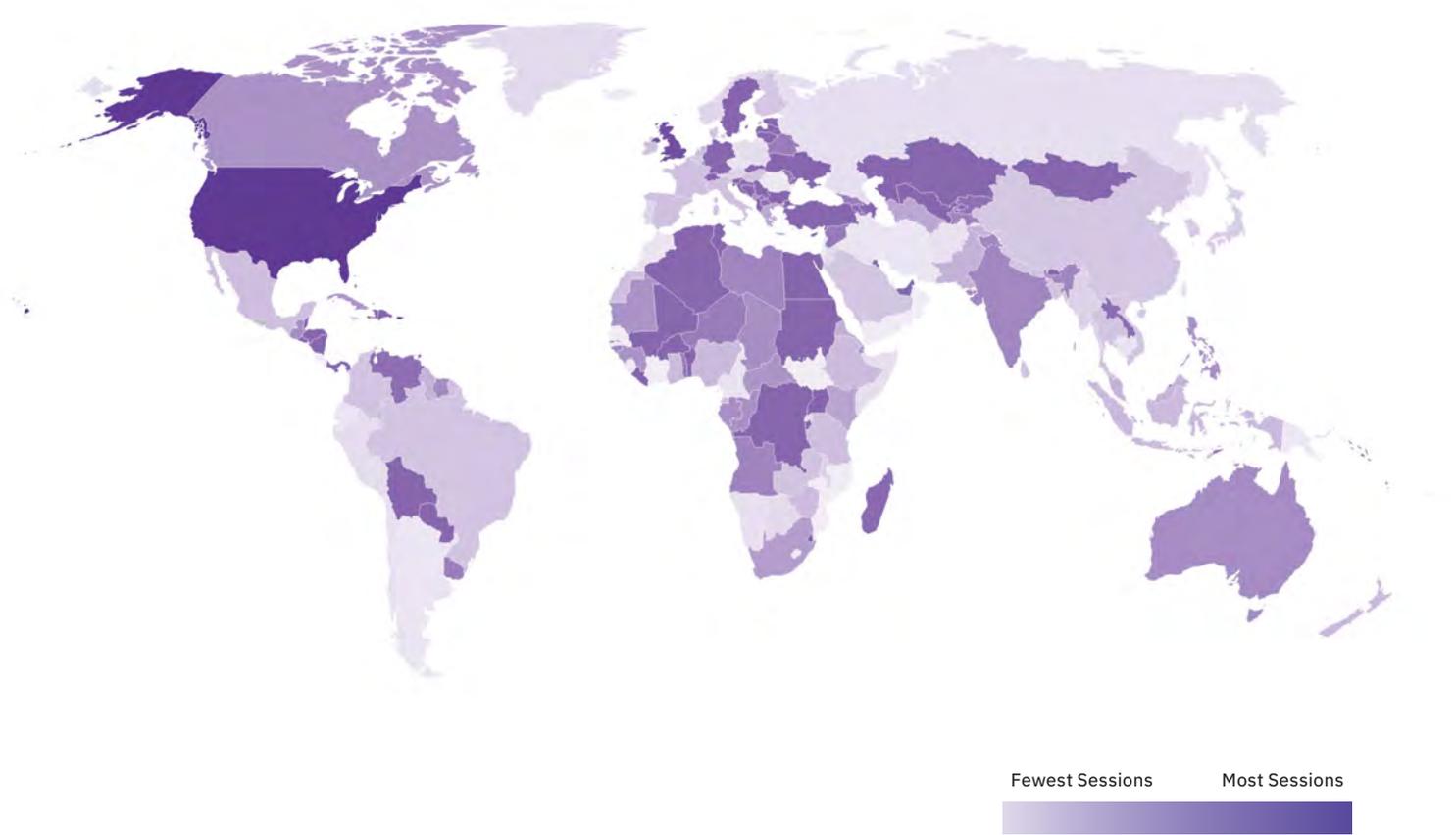
DRAWING ON THE LATEST LOCAL AND GLOBAL KNOWLEDGE

betterevaluation.org brings together our Evaluation Capacity Strengthening and Research and Innovation strands, as well as co-creation and curation with partners and contributors around the world.

THE KNOWLEDGE PLATFORM

The BetterEvaluation Knowledge Platform (betterevaluation.org) is used around the world by evaluators, managers, teachers, student and people supporting and developing evaluation policies and resources for organisations.

**BETTEREVALUATION.ORG
USER SPREAD (JAN - DEC 2020)**

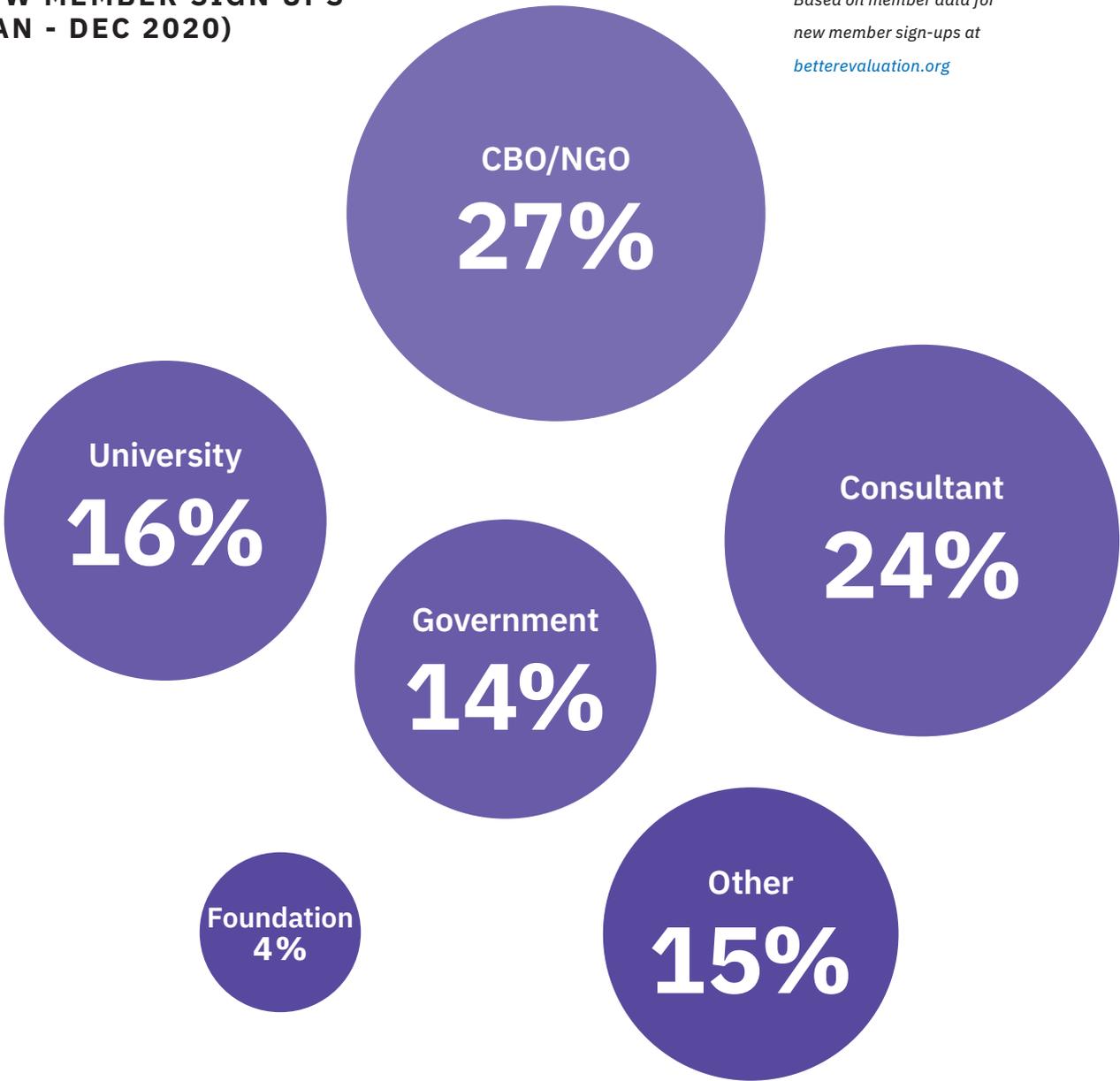


THE KNOWLEDGE PLATFORM

BetterEvaluation users can become a member of BetterEvaluation to access additional tools, including the generATOR Terms of Reference generator.

NEW MEMBER SIGN UPS (JAN - DEC 2020)

*Based on member data for
new member sign-ups at
betterevaluation.org*



THE KNOWLEDGE PLATFORM

TOP 5 PAGES BY PAGEVIEW (2020)

1. SPECIFY THE KEY EVALUATION QUESTIONS
2. IMPACT EVALUATION
3. LINE GRAPH
4. EVALUATING THE PERFORMANCE OF AN ORGANISATION
5. RICH PICTURES

WEBSITE REFRESH

Our [updated homepage](#) has a simplified design and clear pathways for different user groups. The update includes new menus, additional landing pages addressing key questions such as ‘What is evaluation?’, and easy to access information about our organisation and principles.

NEW CONTENT AREAS

EVALUATING HUMANITARIAN ACTION

The new [thematic page](#) supports those working to alleviate suffering in disaster and crisis, with an overview of options for evaluating humanitarian action, and key recommended resources.

An aid worker collects health and nutrition data during a field visit in Mandera, northeastern Kenya. July 2009. Image by Shutterstock



THE KNOWLEDGE PLATFORM

BLOGS

COVID-19 SERIES

In response to the enormous challenges and uncertainty presented by the COVID-19 pandemic, we launched a blog series addressing how to adapt evaluation to rapidly changing circumstances. *Adapting Evaluation in the Time of Covid* focuses on the full range of evaluative tasks in the Rainbow Framework – from managing an evaluation, to supporting use of findings.

UNBOXING EVALUATION

In collaboration with the Australian Evaluation Society, and following the theme of AES19 Evaluation Conference in Sydney, Australia, the series generated a global discussion of what ‘un-boxing evaluation’ means for the profession and practice.

Blogs to come out of this series include Alicia McCoy’s discussion of [how challenging assumptions about evaluation can benefit NGOs](#), Nerida Buckley’s exploration of [developmental and agile approaches](#), and Rae Fry and Ingrid Burkett’s [challenge to work with external disciplines](#).



An image from the blog series *Adapting Evaluation in the Time of Covid*, image by Lena Lapina, shutterstock

GUEST BLOGS

Mishkah Jakoet discussed [better ways of choosing and using metrics for impact investing](#), and Robert Picciotto outlined how the [impact investment community](#) could learn from the approach used by development banks to rate social and environmental sustainability performance as well as economic and financial returns.

Elsa de Morais Sarmiento, Carla Félix, and Mariana Branco highlighted the importance of [language as a barrier to credible evaluation](#) in Lusophone countries, and graphic recorder Katherine Haugh discussing her passion for [visual note taking with groups](#).



Within our work to strengthen evaluation efforts, monitoring of development outcomes and a more adaptable aid management approach, our partnership with BetterEvaluation is an important platform for learning and knowledge management. BetterEvaluation holds a strong analytical muscle, combined with effective communication, and this all together provide an effective platform for building our corporate knowledge and staff competencies in the field of M&E.”

Henning Nøhr, Danida - Department for Evaluation, Learning and Quality (ELK), Ministry of Foreign Affairs, Denmark

THE KNOWLEDGE PLATFORM

BUILDING A VIRTUAL SPACE FOR QUALITY CONVERSATIONS ABOUT EVALUATION

As part of the improvements to our knowledge platform, we became hosts and moderators for PELICAN, an existing online discussion group, to provide opportunities for engagement with evaluators around the world and better connections between the material on the knowledge platform and current discussions of issues and resources. This vibrant, engaged community was previously moderated by the European Centre for Development Policy and Management (ECDPM), and shared many crossovers in interests and members with the BetterEvaluation community. The discussion group has been renamed, *Peregrine: Discussion Group for Better Evaluation*.

For the period until 31 December 2020, 3,425 members signed up to the Peregrine discussion group to share resources, job opportunities, and events, as well as to discuss current issues in evaluation with a network of evaluation experts. Peregrine is proving to be an incredibly rich source of member-generated content and resource recommendations, and a vital hub for the global evaluation community.

3.4k

Members of the Peregrine Discussion Group for Better Evaluation (to Dec 2020)

FEEDBACK FROM PELICAN USERS ABOUT BETTER EVALUATION MANAGING THE DISCUSSION GROUP

- ▶ “I love and respect BetterEvaluation so was delighted to read that Pelican has found such an excellent home!”
- ▶ “When I told my colleagues that BetterEvaluation was taking over Pelican they said a resounding BRAVO.”
- ▶ “I think it’s great! Would have not thought of a better host.”

EVALUATION CAPACITY STRENGTHENING

BetterEvaluation has an outstanding track record in strengthening evaluation capacity. We take a principles-based and systems approach to capacity strengthening. We believe in taking the time to understand the existing strengths and needs at an individual and organisational level, and using this to determine what can be built on, how best to address important gaps over time, and what to prioritise first.

We partner with organisations seeking to improve the evaluation capacity and capability of their own organisation and/or their grantees and partners.

COURSES AND WORKSHOPS – ONLINE AND FACE TO FACE

UNSSC + UNICEF – DEVELOPMENT AND PILOT OF A MODERATED ONLINE COURSE FOR UNICEF MONITORING AND EVALUATION ADVISORS

The course, *Evaluation Matters for improved decision making*, was developed in collaboration with Dr Gillian Fletcher (CollectiveChange) and UNSSC staff (led by Dr Itziar Arispe Ruiz de Gauna) and with input from UNICEF staff (led by Fabio Sabatini and Dr Monica Chizororo) and other evaluation experts. This on-line course is part of a blended learning program in a multi-pronged evaluation strengthening initiative in UNICEF. The purpose of the online course is to help UNICEF meet its commitments to children and young people through improved evaluative decision-making and management of utilisation-focused, quality evaluation that is

context-specific, fit for purpose and addresses equity and human rights. It is focused on doing evaluation differently to achieve the sustainable development goals (SDGs) and in particular ‘no-one left behind’. Serious attention is paid to cross-cutting issues of equity, diversity and inclusion, M & E systems and complexity, The pilot version launched in April 2020 with participants from 8 countries working as Monitoring and Evaluation advisors, as well as senior M & E advisors or multi-country evaluation specialists, based in the East Asia and Pacific, South Asia and Europe and Central Asia regions. The course will be rolled out in 2021 with cohorts of UNICEF staff in all regions. This course will also be delivered in French and Spanish.

UNSSC + UNICEF – DEVELOPMENT AND PILOT OF A SELF-PACED ONLINE COURSE FOR ‘NON- EVALUATORS’

This self-paced, online course is focused on Evaluation in UNICEF. It will be piloted and rolled out in 2021. It is open to all UNICEF staff and has been developed in collaboration with Dr Gillian Fletcher, UNSSC and UNICEF staff.

EVALUATION CAPACITY STRENGTHENING

EVALUATION IN THE PUBLIC SECTOR FOR THE NORTHERN TERRITORIES GOVERNMENT

We delivered a workshop in collaboration with ANZSOG on “Evaluation in the Public Sector” to 25 senior managers from 7 different NT government agencies.

THEORY OF CHANGE: USES AND APPLICATIONS IN EVALUATION

We worked with Joy Behrens, from the Independent Evaluation Group of the World Bank to develop and deliver a workshop for World Bank staff in Washington, DC in November 2019 on different ways of developing and using theories of change in evaluation. The workshop featured

presentations and discussions of examples from Elena Bardasi, Ramachandra Jammi, Maria De Las Mercedes Vellez and April Connelly.

PARTNERSHIPS

SPC PACIFIC MEL CONVENING AND REBBILIB

BetterEvaluation contributed to an innovative partnership with the New Zealand Ministry of Foreign Affairs and Trade (MFAT) and the Pacific Community (SPC) for the first Pacific Monitoring, Evaluation and Learning (MEL) Convening. The event gathered stakeholders from across the region to develop a collaborative initiative to strengthen Pacific

*The Pacific MEL
Convening, Nadi, Fiji, 2019*



EVALUATION CAPACITY STRENGTHENING

capacity for contextually and culturally appropriate MEL. Working with Dr Farida Fleming (Assai Pty Ltd), Nick Herft (UX designer/developer) and the SPC team (led by Dr Emily Sharp) we developed and supported a MEL systems diagnostic as an important discussion starting point for strengths-based MEL planning in the Pacific. The SPC team led the collaborative development of a Pacific Monitoring, Evaluation and Learning Capacity Strengthening Rebbilib. For the Pacific. With the Pacific. By the Pacific.

The document describes the Rebbilib (akin to a roadmap) process and product as:

“our gift to the knowledge holders of monitoring, evaluation and learning (MEL) in the Pacific. Just as they have gifted us with their knowledge and intelligence, we have reciprocated by fusing our knowledge with theirs, as part of the process of sense giving and sense making. And, in the true spirit of giving, we share this rebbilib with them to give sense to our humble attempts to document their MEL journey this far. This is the result of a trusted relationship built on Pacific values of knowledge sharing, mentoring, advising and learning through reciprocity for whole-of-community benefit. Information presented in this publication is symbolic, as it defines the journey of this regional MEL capacity strengthening rebbilib. It signifies where MEL stakeholders, as master navigators of their own journey, aspire to reach and/or are destined to follow, as identified through assessing their MEL strengths and gaps, priorities and plans through talanoa surveys, and information and insights generously shared in interviews and storytelling over a twelve-month period.” (p.vi)

The Pacific Monitoring, Evaluation and Learning (MEL) Capacity Strengthening Rebbilib report was launched in August 2020

virtually with physical venues hosted in Fiji, New Caledonia and Vanuatu within Covid-19 restrictions.

CAPACITY-STRENGTHENING WEBINARS

- UNFCC (United Nations Framework Convention on Climate Change), The Capacity Building Talks ‘Monitoring and Evaluation of Capacity-building’
- CLEAR AA (Centre for Learning on Evaluation And Results, Anglophone Africa), Africa Evaluation Indaba, ‘Adaptive Management and Climate Change’
- ACFID MELCOP (Australian Council for International Development, Monitoring, Evaluation and Learning Community of Practice), ‘Rethinking the model of international MEL: What must we do differently to overcome MEL challenges in a post-COVID world?’

TECHNICAL SUPPORT

MINISTRY OF FOREIGN AFFAIRS, DENMARK

As part of our partnership agreement, we provided technical support to Danida, Denmark’s development co-operation entity. Denmark’s development policy aims to combat poverty through promotion of human rights and economic growth. Our engagement aimed to improve learning and operational guidance with respect to evaluations and monitoring approaches within development assistance provided by Danida. The technical support focused on monitoring and evaluation to support adaptive management, as part of Doing Development Differently. We reviewed a guidance document and led webinars with Danida evaluation staff and policy and program staff.

EVALUATION CAPACITY STRENGTHENING

MFAT - INTERVENTION LOGICS AND MONITORING AND EVALUATION FRAMEWORKS

Working with the Aotearoa New Zealand Ministry of Foreign Affairs and Trade (MFAT) team, we developed a strengths focused and competency based monitoring and evaluation capacity strengthening plan for staff and developed guidance and standards relating to intervention logics to support investment decisions. In phase 2 of the project, we will provide support for the implementation of the plan, drawing on and adding to resources on the BetterEvaluation knowledge platform.

EUROPEAN UNION DEVCO

The European Union Department for international cooperation and development (DG DEVCO) is responsible for the EU Commission's partnerships with developing countries. We contributed to the development of revised guidance on evaluation for managers of EU-funded projects, writing two chapters in the guidance 'Choosing what to evaluate' and 'Designs and approaches for evaluation'.

EXPERT REVIEW

DFID EQUALS HELPDESK

We undertook quality reviews of evaluation-related knowledge products through the Evaluation Quality Assurance and Learning Service (EQUALS) helpdesk managed by IOD PARC. EQUALS provides a range of specialist evaluation and monitoring technical advice for ODA funded programmes implemented by the UK Department for International Development (DFID) and other UK government departments. The quality assurance process covers terms of reference, inception reports, baseline reports and evaluation reports.



Menu



NSW DEPT OF COMMUNITY & JUSTICE

We provided expert review of evaluation plans for the Future Directions initiative for the NSW, Australia Department of Community and Justice. [Future Directions](#) is a 10 year plan to achieve better outcomes for social housing tenants. The evaluation, which will run from 2019 to 2022, will provide robust evidence on the effectiveness and efficiency of the Future Directions strategy, and individual programs and initiatives. [It will inform DCJ-wide policy development and service reform.](#)

SUBMISSION TO THE PRODUCTIVITY COMMISSION

[We commented on the draft Indigenous Evaluation Strategy](#), advocating for the needs, perspectives, priorities and knowledges of Aboriginal and Torres Strait Islander People to be centred.

*The Capacity
Strengthening
'start here' page at
betterevaluation.org*

EVALUATION RESEARCH AND INNOVATION

BetterEvaluation is involved in research and innovation projects to build knowledge about how to do evaluation better.

We work in collaboration with others to better understand how to select appropriate methods and processes, how to use them well, and how to develop new methods and processes to meet emerging challenges and opportunities.

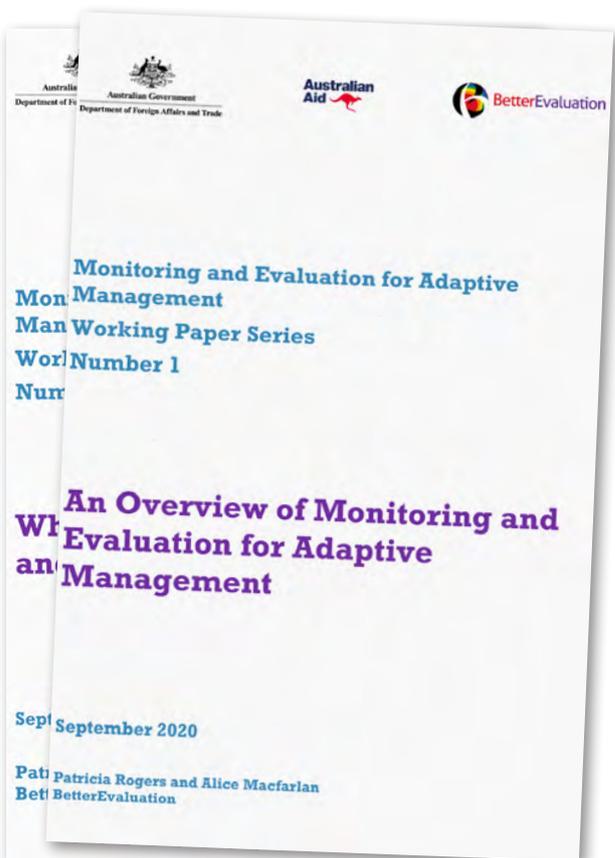
We seek to connect people involved in these efforts, advocate for investment in research and innovation and to draw attention to its findings.

ADAPTIVE MANAGEMENT WORKING PAPERS SERIES

Even before the pandemic there had been increasing interest in how monitoring and

evaluation could be more useful under conditions of ongoing uncertainty and unpredictability. In previous years we had undertaken a literature review of monitoring and evaluation for adaptive management, especially in international development, funded by the Australian Department for Foreign Affairs and Trade (DFAT), hosted a webinar discussion and guest blogs around the issue, and curated relevant resources. In 2019 we began a new working papers series, with advice and feedback from DFAT including a community of practice discussion event.

The first paper provides a brief overview of what is needed for adaptive management to work, and how monitoring and evaluation can support adaptive management.. The second paper explores in more detail different definitions and forms of adaptive management, discusses what can be learned from the history of adaptive management, and what is needed to make adaptive management work. The papers were informed by discussions with NORAD - Evaluation Department, Norwegian Agency for Development Co-operation around real-time evaluation and with Danida - Department for Evaluation, Learning and Quality (ELK), Ministry of Foreign Affairs, Denmark around evaluation for adaptive management.



EVALUATION RESEARCH AND INNOVATION

EVALUATION IN ABORIGINAL AND TORRES STRAIT ISLANDER SETTINGS

As part of the AES Conference, the Indigenous Evaluation Working Group presented on the 2-year collaborative project to document [examples of good practice evaluation in Aboriginal and Torres Strait Islander contexts](#) in Australia. The aim of the project is for those conducting or managing evaluations in these settings to learn from these examples to improve the benefit of evaluation for Aboriginal and Torres Strait Islander people. External Working Group members were: Belinda Gibb & Sharon Babyack (Indigenous Community Volunteers, now Community First Development), Donna Stephens (Menzies School of Health Research), Debbie Hoger & Carol Vale (Murawin Consulting), Kate Kelleher (Kate Kelleher Consulting), Greet Peersman (BetterEvaluation).



We would like to acknowledge and thank Maria Stephens, an Arrabi/Binning woman who speaks the Iwaidja language for her artwork (above).

DOCUMENTATION AND REVIEW OF WHOLE OF GOVERNMENT EVALUATION MODEL

We worked with the Victorian government to document and review a new whole of government model for evaluation. The new model involved the creation of a virtual evaluation team of existing evaluation, data analytics and policy and program experts from six government agencies, plus representatives from the Behavioural Insights Unit and Victorian Centre for Data Insights. The team was led by the Department of Premier and Cabinet (DPC).

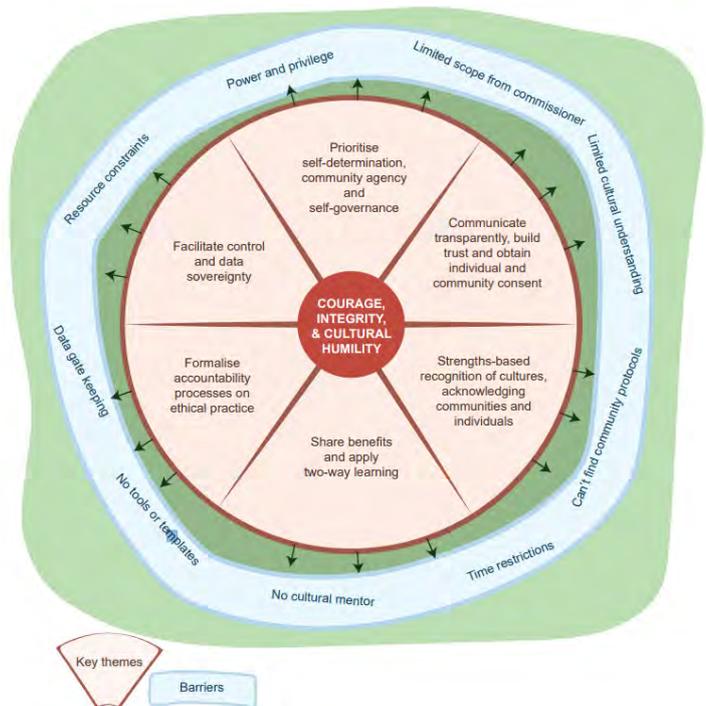


Diagram showing key themes of the ethical protocol for evaluation in Aboriginal and Torres Strait Islander settings (inner ring) and barriers to ethical practice in evaluations (outer ring)

EVALUATION RESEARCH AND INNOVATION



BETTER MONITORING

Addressing the need for global monitoring support, this partnership project funded by UNICEF uses a systems and competency based approach to [enhance the professionalisation of the monitoring functions in organisations.](#)

FOOTPRINT EVALUATION

Given the urgent environmental challenges that confront the world, including climate change, pollution, loss of biodiversity and deforestation, evaluation needs to change to include consideration of environmental impacts and sustainability.

[Footprint evaluation](#) focuses on the ‘footprint’ that human systems make on natural systems. It is grounded in the premise that all evaluations should include consideration of environmental impacts, even when this is not a stated goal of the intervention. This is so that decision-making can take into account the potential and actual impacts of planned interventions (projects, programs, policies) on the environment.

The footprint evaluation project began as a series of discussions among the founding partners – Andy Rowe, Dugan Fraser (CLEAR-AA), Jane Davidson and BetterEvaluation. [The initial Footprint Evaluation page](#) was launched in 2020 and will be updated as work continues.

RMIT EVALUATING PARTNERSHIPS

What does it mean to work in partnership? How do we work and learn together in a way that is constructive? In partnership with RMIT, we explored ways of supporting partnerships through evaluation as well as what to consider when evaluating partnerships.

INTERNATIONAL PROGRAM FOR DEVELOPMENT EVALUATION TRAINING (IPDET) HACKATHON

A unique, first-of-its-kind hackathon, tackling challenges in evaluation over a week. BetterEvaluation was a key event partner, providing resources for participants, fielding participant queries, and part of the judging panel.

BOARD OF DIRECTORS



KAREN BARFOOT
Chair

Karen is an experienced non-executive Director and executive who relies on evaluation to inform her work in government, corporate and not for profit sectors on policy, stakeholder engagement and communications.



GILL CALLISTER PSM
Inaugural Chair

Gill, Professor (Practice), is CEO of Mind Australia, a community-based mental health organisation. Gill has dedicated her career to improving public policy and service delivery and is a 2019 Public Service Medal recipient.



MARK MADDEN
Secretary

Mark is a Director of Devil's Advocate Pty Ltd. He has worked in senior roles in strategy, policy development and implementation in the university, government, and not-for-profit sectors.



CHRIS COOKSON

Chris has worked across Asia-Pacific, heading training Institutes and systems, and contributing to national and global development projects. Her work merges strategic planning, problem-solving, and evaluation of results and impacts for a better world.



LINDA HATFIELD DODDS

Lin is an Associate Dean at the Australia New Zealand School of Government, leading work across a range of social policy and industry areas. Lin was Deputy Secretary, Social Policy in the Department of the Prime Minister and Cabinet from 2016 to 2019.



DAME KAREN SEWELL

Dame Karen Sewell has had a career in education and public service spanning 50 years, most recently contributing as a consultant to a number of education and governance activities.

OUR PEOPLE

BETTER EVALUATION STAFF



**Patricia Rogers,
CEO**



**Greet Peersman,
Director, Capacity
Strengthening**



**Alice Macfarlan,
Knowledge Platform
Manager**



**Penelope Stephens
Operations Manager
(from Dec 2020)**



**Jenni Lillingston,
Operations Manager
(until Dec 2020)**



**Emma Smith,
Website and
Communications
Officer**



GOVERNANCE REPORT

Better Evaluation (BE) is a company limited by guarantee under the Corporations Act 2001 and a registered charity under the provisions of the Australian Charities and Not-for-profits Commission Act 2012. It operates globally to create, share and support use of knowledge about how to better plan, manage, conduct and use evaluation.

Better Evaluation's work includes the full range of monitoring and evaluation activities, frameworks, and systems, and includes evaluations of a project, program, policy, product, network, organisation, or strategy. It also includes evaluations that are known by different labels, such as impact assessment, impact measurement, or return on investment.

Directors and meetings of Directors

The following were Directors of BE in 2019-20 and to the date of this report:

- Karen Barfoot (appointed October 2019)
- Gill Callister (appointed July 2019)
- Christine Cookson (appointed October 2019)
- Linda Hatfield Dodds (appointed July 2019)
- Mark Madden (appointed July 2019)
- Dame Karen Sewell (appointed October 2019)

The Board met 10 times in 2019-2020 with all Directors in attendance. The Board, to date, has established two committees both of which are chaired by a Director. The Public Library Committee includes two independent non-Director members: Dr Wendy Jarvie and Jon Breukel.

Review of operations

Net result of the company for the financial year was a surplus of \$477,876.00 much of which is committed to projects that will be delivered in 2020-21.

The company is a not-for-profit entity and is income tax exempt.



Significant changes in state of affairs

The COVID-19 outbreak was declared a pandemic by the World Health Organization in March 2020. The outbreak and the response of Governments in dealing with the pandemic interfered with general activity levels within the community and the economy. Following the COVID-19 outbreak, the company continued its business operations.

Events since the end of the financial year

The COVID-19 outbreak has continued, causing a significant impact to the global economy. There are no adjusting events to BE's financial statements as at 30 June 2020. However, the COVID-19 outbreak has impacted the extent and nature of the activities undertaken by Better Evaluation and may affect the company's future financial



performance and position. Management does not believe that the impact of COVID-19 will impact the ability of the company to continue as a going concern.

Environmental regulation

The company is not affected by any significant environmental regulation in respect of its operations.

Members' liability

The company is limited by guarantee. If the company is wound up, the company's constitution states that each member is required to contribute a maximum of \$1 each towards meeting any outstanding obligations. At 30 June 2020, the company had six members. The collective liability is therefore \$6.

Auditor's independence declaration

The auditor's independence declaration for the year ended 30 June 2020 has been received and can be found on page 17 of the financial report.

Director's Report

The directors' report was signed in accordance with a resolution of the Board of Directors. This can be found at page 15 of the report.

DIRECTOR'S DECLARATION

Better Evaluation Limited

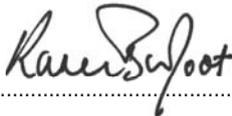
ABN: 71 634 629 495

Director's Declaration

The directors of the Company declare that in their opinion:

- there are reasonable grounds to believe that the registered entity is able to pay all of its debts, as and when they become due and payable;
- the financial statements and notes give a true and fair view of the Company's financial position as at 30 June 2020 and its financial performance for the period ended on that date; and
- the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profit Commission Regulation 2013*.



Responsible person

Karen Barfoot, Chair, BetterEvaluation Ltd



Responsible person

Mark Madden, Secretary, BetterEvaluation Ltd

Dated 29 September 2020

AUDITOR'S DECLARATION



Better Evaluation Limited

ABN: 71 634 629 495

Auditor's Independence Declaration under Section 60-40 of the Charities and Not-for-profits Commission Act 2012 to the Directors of Better Evaluation Limited

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2020, there have been:

- (i) no contraventions of the auditor independence requirements as set out in section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in blue ink that reads 'Saward Dawson'.

Saward Dawson

A handwritten signature in blue ink that reads 'Jeffrey Tulk'.

Jeffrey Tulk
Partner

Blackburn

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STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the Period Ended 30 June 2020

	Note	2020 \$
Revenue	3	1,021,007
Employee benefits expense		391,883
Depreciation		990
Office expenses		22,169
Professional expenses		44,567
Travel expenses		21,379
Consultancy fees		37,868
Other expenses		24,275
Surplus/(deficit) for the year		477,876
Total comprehensive income for the year		477,876

STATEMENT OF FINANCIAL POSITION

As At 30 June 2020

	Note	2020 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	4	457,033
Trade and other receivables	5	220,898
TOTAL CURRENT ASSETS		677,931
NON-CURRENT ASSETS		
Property, plant and equipment	6	3,760
TOTAL NON-CURRENT ASSETS		3,760
TOTAL ASSETS		681,691
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	7	30,143
Unearned income	8	149,473
Employee benefits	9	24,199
TOTAL CURRENT LIABILITIES		203,815
NON-CURRENT LIABILITIES		
TOTAL LIABILITIES		203,815
NET ASSETS		477,876
EQUITY		
Retained earnings		477,876
TOTAL EQUITY		477,876

STATEMENT OF CHANGES IN EQUITY

For the Period Ended 30 June 2020

2020	Retained Earnings \$	Total \$
Balance at start date	-	-
Surplus/(deficit) for the year	477,876	477,876
Other	477,876	477,876

STATEMENT OF CASH FLOWS

For the Period Ended 30 June 2020

	Note	2020 \$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from customers		974,562
Payments to suppliers and employees		(514,265)
Interest received		1,486
Net cash provided by/(used in) operating activities	11	461,783
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of property, plant and equipment		(4,750)
Net cash provided by/(used in) investing activities		(4,750)
Net increase/(decrease) in cash and cash equivalents held		457,033
Cash and cash equivalents at end of financial year	4	457,033

NOTES TO FINANCIAL STATEMENTS

The financial report covers Better Evaluation Limited as an individual entity. Better Evaluation Limited is a not-for-profit Company, registered and domiciled in Australia. This Company was established on 3 July 2019. This is the first year of operations. The functional and presentation currency of Better Evaluation Limited is Australian dollars.

1. Basis of Preparation

The Directors have prepared the financial statements on the basis that the Company is a non-reporting entity because there are no users who are dependent on its annual financial statements. These financial statements are therefore special purpose financial statements that have been prepared in order to meet the requirements of the Australian Charities and Not-for-profits Commission Act 2012. The company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

The financial statements have been prepared in accordance with the recognition and measurement requirements of the Australian Accounting Standards and Accounting Interpretations, except for those specifically described below, and the disclosure requirements of AASB 101 Presentation of Financial Statements, AASB 107 Statement of Cash Flows, AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors and AASB 1054 Australian Additional Disclosures.

The Company has concluded that the requirements set out in AASB 10 Consolidated Financial Statements and AASB 128 Investments in Associates and Joint Ventures are not applicable as the initial assessment on its interests in other entities indicated that it does not have any subsidiaries, associates or joint ventures.

The recognition and measurement requirements that have not been complied with are those specified in AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities. This is due to the recognition of specified grant income for the funding of programs without assessing whether there are enforceable performance obligations to transfer a good or service to a third party which are sufficiently specific to know when the performance obligation has been satisfied.

The recognition and measurement requirements that have not been complied with also include those specified in AASB 16 Leases. All leases have been treated in accordance with the requirements for short-term and low-value leases as per the requirements of AASB 16, without assessing whether leases meet this criteria. Accordingly, lease payments are expensed as incurred.

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise. The amounts presented in the financial statements have been rounded to the nearest dollar.

The financial statements were authorised and approved for issue on the date stated in the Director's Declaration.

2. Summary of Significant Accounting Policies

(a) Revenue and other income

Grant funding

Grant revenue is recognised in the statement of profit or loss and other comprehensive income upon receipt or over the period to which the grant relates where specified.

Direct contract funding

Government and partnership grants for program funding, which have been provided on the condition that specific services are administered, are recognised as revenue upon provision of the service or satisfaction of an agreed milestone. Unspent funds, for agreements in which the period of the agreement has not yet concluded at year-end, are recognised as a liability for income received in advance. Any unspent funds the end of the agreement period are recognised as revenue at this time (if repayment is not required), or refunded to the funding provider in accordance with the conditions of the funding agreement.

Government and partnership grants which do not specific conditions to fund programs or events are recognised as revenue on receipt.

NOTES TO FINANCIAL STATEMENTS

Government grant

Government grants under the Australian Government JobKeeper wage subsidy program have been recognised as revenue when the Company became entitled to receive the grants, which was assessed to be time at which the salary and wages payments for the eligible JobKeeper fortnight were made to eligible employees.

Government grants under the Australian Government cash flow boost initiative have been recognised as revenue the Company became entitled to receive the grants, which was assessed to be the time at which the applicable Activity Statements were lodged with the Australian Taxation Office.

Interest income

Interest is recognised using the effective interest rate method, which for floating rate financial assets is the rate inherent in the instrument.

Other income

Other income is recognised on an accruals basis when the Company is entitled to it.

(b) Income tax

The Company is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.

(c) Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payable are stated inclusive of GST.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cashflows.

(d) Property, plant and equipment

Plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Depreciation

Property, plant and equipment is depreciated on a straight-line basis over the assets useful life to the Company, commencing when the asset is ready for use.

The depreciation rates used for each class of depreciable assets are:

Computer Equipment 50%

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

(e) Financial instruments

Financial instruments are recognised initially on the date that the Company becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial Asset

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, the Company classifies its financial assets into the following categories, those measured at:

- amortised cost
- fair value through profit or loss - FVTPL
- fair value through other comprehensive income - equity instrument (FVOCI - equity)
- fair value through other comprehensive income - debt investments (FVOCI - debt)

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its

NOTES TO FINANCIAL STATEMENTS

business model for managing financial assets.

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows; and
- the contractual terms give rise on specified dates to cash flows are solely payments of principal and interest on the principal amount outstanding.

The Company's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, foreign exchange gains or losses and impairment are recognised in profit or loss. Gain or loss on derecognition is recognised in profit or loss.

Impairment of financial assets

Impairment of financial assets is recognised on an expected credit loss (ECL) basis for the following assets:

- financial assets measured at amortised cost
- debt investments measured at FVOCI

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECL, the Company considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Company's historical experience and informed credit assessment and including forward looking information.

The Company uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Company uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Company in full, without recourse to the Company to actions such as realising security (if any is held); or
- the financial assets is more than 90 days past due.

Credit losses are measured as the present value of the difference between the cash flows due to the Company in accordance with the contract and the cash flows expected to be received. This is applied using a probability weighted approach.

Trade receivables

Impairment of trade receivables have been determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses. The Company has determined the probability of non-payment of the receivable and multiplied this by the amount of the expected loss arising from default.

The amount of the impairment is recorded in a separate allowance account with the loss being recognised in finance expense. Once the receivable is determined to be uncollectable then the gross carrying amount is written off against the associated allowance.

Where the Company renegotiates the terms of trade receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Other financial assets measured at amortised cost

Impairment of other financial assets measured at amortised cost are determined using the expected credit loss model in AASB 9.

On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Financial Liabilities

The Company measures all financial liabilities initially at fair value less transaction costs, subsequently financial

NOTES TO FINANCIAL STATEMENTS

liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Company comprise of trade payables.

(f) Impairment of non-financial assets

At the end of each reporting period the Company determines whether there is an evidence of an impairment indicator for nonfinancialassets.

Where an indicator exists and regardless for indefinite life intangible assets and intangible assets not yet available for use, therecoverable amount of the asset is estimated.

Where assets do not operate independently of other assets, the recoverable amount of the relevant cash-generating unit (CGU) isestimated.The recoverable amount of an asset or CGU is the higher of the fair value less costs of disposal and the value in use.

Where the recoverable amount is less than the carrying amount, an impairment loss is recognised in profit or loss.

Reversal indicators are considered in subsequent periods for all assets which have suffered an impairment loss.

(g) Cash and cash equivalents

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

(h) Leases

License fee for an office desk is expensed monthly. This is treated as a short-term leases per the requirements of AASB 16.

(i) Employee benefits

Provision is made for the Company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements. Cashflows are discounted using market yields on high quality corporate bond rates incorporating bonds rated AAA or AA by credit agencies, with terms to maturity that match the expected timing of cashflows. Changes in the measurement of the liability are recognised in profit or loss.

3. Revenue and Other Income

	2020
	\$
Direct contract funding	274,193
Grant Funding	576,078
Interest	1,486
Expense Recoveries	17,250
Cash flow boost	100,000
Jobkeeper	42,000
State government grant	10,000
	<u>1,021,007</u>

4. Cash and Cash Equivalents

Cash at bank and in hand	457,033
	<u>457,033</u>

5. Trade and Other Receivables

CURRENT	
Trade Receivables	155,890
Other debtors	63,596
Prepayments	<u>1,412</u>
Total current trade and other receivables	<u>220,898</u>

NOTES TO FINANCIAL STATEMENTS

The carrying value of trade receivables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

6. Property, Plant and Equipment

	2020
	\$
PLANT AND EQUIPMENT	
Office Equipment	
At cost	4,750
Accumulated Depreciation	<u>(990)</u>
Total property, plant and equipment	<u>3,760</u>
Total current trade and other receivables	<u>3,760</u>

7. Trade and Other Payables

CURRENT	
Trade Payables	30,143

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

8. Other Financial Liabilities

CURRENT	
Income received in advance	149,473

9. Employee Benefits

Current liabilities	
Provision for employee benefits	<u>24,199</u>
	<u>24,199</u>

10. Contingencies

In the opinion of those charged with governance, the Company did not have any contingencies at 30 June 2020.

11. Cash Flow Information

	2020
	\$
Reconciliation of result for the year to cashflows from operating activities:	
Surplus/(deficit) for the year	477,876
Non-cash flows in profit:	
Depreciation	990
Changes in assets and liabilities:	
(increase)/decrease in trade and other receivables	(220,898)
increase/(decrease) in trade and other payables	30,143
increase/(decrease) in other unearned income	149,473
increase/(decrease) in provisions	<u>24,199</u>
Cashflows from operations	<u>461,783</u>

12. Events After The Reporting Period

Subsequent to the balance date, there has been a continuing impact of the global outbreak of Coronavirus disease (COVID-19) that has caused a significant impact to the global economy. There are no adjusting events to the financial statements as at 30 June 2020, however this outbreak has impacted the extent and nature of the activities undertaken by Better Evaluation Limited and may have an impact to the Company's future financial performance and position. Management does not believe that the impact of COVID-19 will impact the ability of the Company to continue as a going concern.

13. Statutory Information

The registered office and principal place of business of the company is:

Better Evaluation Limited
126 Wellington Parade
East Melbourne
VIC 3002

AUDITOR'S REPORT



Better Evaluation Limited

Independent Audit Report to the members of Better Evaluation Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Better Evaluation Limited, which comprises the statement of financial position as at 30 June 2020, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the period then ended, and notes to the financial statements, including a summary of significant accounting policies, and the director's declaration.

In our opinion the financial report of Better Evaluation Limited has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (i) giving a true and fair view of Better Evaluation Ltd's financial position as at 30 June 2020 and of its financial performance for the period ended; and
- (ii) complying with Australian Accounting Standards to the extent described in Note 1., and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of Better Evaluation Ltd in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

We draw attention to Note 1. to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling Better Evaluation Ltd's financial reporting responsibilities under the ACNC Act. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

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AUDITOR'S REPORT



Better Evaluation Limited

Independent Audit Report to the members of Better Evaluation Limited

Responsibilities of Responsible Entities for the Financial Report

The directors of Better Evaluation Ltd are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1. to the financial report is appropriate to meet the requirements of the ACNC Act and the needs of the members. The responsible entities' responsibility also includes such internal control as the responsible entities determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing Better Evaluation Ltd's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intend to liquidate Better Evaluation Ltd or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

Saward Dawson

Saward Dawson

Jeffrey Tulk

Jeffrey Tulk
Partner

Date: 29 September 2020

Blackburn

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