



**MINISTRY OF
YOUTH DEVELOPMENT**
TE MANATŪ WHAKAHIATO TAIOHI

Administered by the Ministry of Social Development

Service Guidelines

July 2017

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About the Guidelines

1. Introduction

- 1.1 These guidelines ('the guidelines') are for Providers funded to deliver Ministry of Youth Development youth development opportunities.
- 1.2 Outcome agreements with Providers for these services require that they are delivered in accordance with the guidelines. The guidelines are a living document and may be varied at the discretion of the Ministry of Youth Development. The Ministry of Youth Development will inform the Provider of any variation to be made to the guidelines.

2. Purpose of the guidelines

- 2.1 The guidelines have been developed to assist contracted organisations through providing:
 - detailed information about service delivery and practice in an accessible, easy to use format as part of the outcome agreement
 - a resource tool to help Providers deliver services consistently and in line with policies, priorities and goals at a national level
 - a way for the Ministry of Youth Development to improve its responsiveness to feedback regarding changes to the service delivery component of the outcome agreement.

3. Using the guidelines

- 3.1 The guidelines should be seen as setting the minimum standard from which the Provider can develop a service that reflects their organisation's philosophical base, incorporating local needs and the culture within which the Provider works. The Provider should use the guidelines to assist them to competently deliver the service.
- 3.2 **Appendix 1** lists all the web addresses referenced in this document.

4. Guideline reviews

- 4.1 The guidelines are reviewed on a regular basis. The review process ensures that:
 - guidelines reflect the most current decisions of the Government that affect the service and the activities being funded
 - reporting measures are up-to-date, relevant and collecting the most useful information on service delivery and effectiveness.

Working Together

1. The Relationship

- 1.1 All parties shall collaborate to ensure the services are effective and accessible. In so doing they recognise that the service is a joint endeavour, in which all parties have a shared goal to achieve positive benefits for the target group.
- 1.2 In all our dealings under the outcome agreement, all parties agree to:
- act honestly and in good faith
 - communicate openly and in a timely manner
 - work in a collaborative and constructive manner
 - recognise each other's responsibilities
 - encourage quality and innovation to achieve positive outcomes.
- 1.3 Relationship Managers will be assigned at the beginning of the outcome agreement. They will be the first point of contact for issues arising under the outcome agreement. They will be responsible for:
- managing the relationship, providing assistance and support as required
 - arranging review meetings and any additional meetings that may be required
 - receiving all data, reports, invoices and any other information required under the outcome agreement (unless otherwise specified)
 - coordinating visits, reviews, evaluations and audits as necessary.
- 1.4 The Ministry of Youth Development will be guided by the [Code of Funding Practice](#)¹ in its relationship with the Provider. The Code of Funding Practice aims to support government agencies and non-profit agencies when entering into funding arrangements. It also encourages greater collaboration between the parties.
- 1.5 The Ministry of Youth Development is guided by its [Youth Investment Strategy](#)² to ensure that youth development opportunities are targeted at the right people and the right communities, based on evidence of what works.

The strategy will be implemented through five elements:

- maximising resources through partnering with corporate, iwi, philanthropic and other government organisations
- targeting investment to where it will have the most impact
- being clear about the outcomes we want to achieve
- building our evidence base

¹ <http://www.communitymatters.govt.nz/Promoting-good-practice>

² <http://www.myd.govt.nz/documents/resources-and-reports/publications/final-my-d-youth-investment-strategy.pdf>

- improving data collection and analysis so that we fund based on knowledge of what works for which young people.

Appendix 5 presents the core of the Youth Investment Strategy in a simple graphical presentation.

- 1.6 For the majority of Providers receiving Ministry of Youth Development funding for programmes and services, they are required to meet at least Level 3 of the [Social Sector Accreditation Standards](#)³. For programmes with a residential/overnight component, they will need to have at least Level 3 accreditation *with additional camp standards* or Level 2 accreditation. In all cases, Providers are required to maintain their Approval Level according to the Ministry of Social Development's relevant Approval and Accreditation Standards.

2. Cultural responsiveness

- 2.1 All parties recognise the needs of all people, including Māori, Pacific, ethnic communities and all other communities, to have services provided in a way that is consistent with their social, economic, political, cultural and spiritual values.

3. Best practice approach

- 3.1 All parties support the development of best practice in the delivery of the service. This includes:
- basing this service on current best practice approaches, taking into account the local context, community, knowledge and skills relevant to the purpose and focus of this service
 - being focused on, and involving, young people in the co-design, delivery and evaluation of services
 - using a collaborative approach across services and agencies where possible
 - the Provider is responsible for ensuring that staff (paid and unpaid) are appropriately qualified (New Zealand Certificate, Diploma or equivalent) and have access to professional development opportunities.
- 3.2 The Ministry of Youth Development requires Providers to align the development of their service and opportunities for young people to the [principles of youth development](#)⁴:
- Youth development is shaped by the 'big picture'.
 - Youth development is about young people being connected.
 - Youth development is based on a consistent strengths-based approach.
 - Youth development happens through quality relationships.

³ <http://www.msd.govt.nz/what-we-can-do/providers/approvals/>

⁴ <http://www.myd.govt.nz/working-with-young-people/youth-development-approach.html>

- Youth development is triggered when young people fully participate.
- 3.3 The Ministry of Youth Development requires Providers to align their services to the policies and guidelines included in the following publications:
- [Code of Ethics for Youth Work in Aotearoa New Zealand](#)⁵
 - [Guide to Effective and Safe Practice in Youth Mentoring](#)⁶
- 3.4 The Ministry of Youth Development has adopted a [Results-Based Accountability](#)⁷ approach to contract reporting and monitoring. This approach uses a simple framework to help the Ministry of Youth Development and Providers focus on achieving positive outcomes/results.

The Ministry of Youth Development

- 1.1 The Ministry of Youth Development - Te Manatū Whakahiato Taiohi - encourages and supports young people, aged between 12 and 24 years old, to develop and use knowledge, skills and experiences to participate confidently in their communities.
- 1.2 The Ministry of Youth Development achieves results by working with and through others. We work collaboratively with others including corporate and philanthropic organisations, iwi, service Providers, local and central government agencies.
- 1.3 Our vision is to provide youth development opportunities that enable young people to acquire the skills and confidence they need to participate and contribute to the social and economic growth of New Zealand and its future.
- 1.4 In November 2015, Government agreed the [direction and priorities](#)⁸ for the Ministry of Youth Development. These focus on increasing the number of quality youth development opportunities for more young people, in particular, those that provide leadership, volunteering and mentoring experiences.
- Increasing the proportion of funding targeted to youth from disadvantaged backgrounds from 18% to at least 30%. Opportunities are defined in the glossary of terms in **Appendix 2**.
 - Working in partnership with corporate, iwi, philanthropic and other government organisations to jointly invest in shared outcomes.
 - Recognising youth participation and volunteering through a social record.

⁵ <http://www.arataiohi.org.nz/images/uploads/general/CoE2.pdf>

⁶ <http://www.youthmentoring.org.nz/content/docs/GYM/NZYMN%20Effective%20Practice%20Guide.pdf>

⁷ <http://www.business.govt.nz/procurement/for-agencies/buying-social-services/results-based-accountabilitytm-rba/>

⁸ <https://www.beehive.govt.nz/sites/all/files/Information-Sheet-Partnering-for-Youth-Development.pdf>

Service Overview

1. Target group definition

- 1.1 To support young people aged 12 to 24 years to develop the skills and attitudes they need to take a positive part in society, now and in the future.

2. Outcomes/results we expect to achieve

- 2.1 Providers are expected to deliver on the outcomes of the youth development opportunities they are contracted to provide for young people. These outcomes include:

- At least 80% of young people report increased resilience through recognising or growing individual strengths such as:
 - optimism
 - self-esteem
 - good problem solving skills
 - personal supports.
- At least 80% of young people report increased capability through recognising or growing individual competencies or skills such as:
 - thinking
 - communication
 - managing self
 - relating to others
 - participating and contributing.

- 2.2 Providers should aim to have at least 50% of young people participating in their programmes complete the Participant Feedback Survey (where feasible or practicable).

- 2.3 Information to support the achievement of these outcomes is included in the Provider's Quarterly Update Reports and the Participant Feedback Surveys. See **Appendix 3 and 4** respectively.

3. Reporting

- 3.1 Providers will be asked to provide data, and support participants to provide data, to enable effective programme evaluation and the monitoring of programme service and delivery. This data will include (but is not limited to):
- A Quarterly Provider Report that provides a high-level summary of the number of young people participating in programmes and demographic details about them. Some narrative reporting will also be required to provide examples and case studies of a programmes impact and highlight future developments. Providers are required to complete this report and

submit it to MYD on a quarterly basis (unless otherwise agreed). A unique link to the Provider Report will be emailed to Providers each quarter (or as required). Details of the on-line Quarterly Provider Report are attached as **Appendix 3**.

- Participant Feedback Surveys that provide feedback from the young people participating in a programme. Participants will be asked about their experience and asked to indicate what they achieved from taking part in it. Some narrative reporting will also be required to provide examples and case studies of the impact that a programme had on the young person and what improvements they might like to see. A link to the participant feedback survey will be supplied to the Provider by MYD, Providers are required to support and/or enable participants to complete the on-line Participant Feedback Survey. Details of the on-line Participant Feedback Survey are attached as **Appendix 4**.

- 3.2 By submitting data to MYD, it will be deemed to be a true and correct record.
- 3.3 See **Appendix 6** for MYD's Reporting Framework.
- 3.4 See **Appendix 7** for an overview of the reporting required for each MYD funding stream.

4. Monitoring

- 4.1 The Ministry of Youth Development reserves the right to monitor funded services as deemed necessary. Monitoring of the services would usually include, but is not limited to:
- Individual and/or Group Interviews with key members of staff, such as staff who design and/or manage the programmes or frontline staff running the programmes.
 - Focus Group sessions with young people who have participated or are participating in the programme.
 - Focus Group sessions with members of the community if applicable.
 - Roundtable discussions with MYD, Provider staff and participants. Other funding partners may be invited to attend, as appropriate.
 - Sessions to observe the youth development activities in action.
 - Checking original participant documentation, including, but not limited to:
 - enrolment forms
 - programme/opportunity activities
 - financial expenditure information.
- 4.2 See **Appendix 8** for an overview of the Relationship Management, Monitoring and Evaluation structure.

5. Evaluation

- 5.1 The Ministry of Youth Development reserves the right to commission (often through an independent organisation) an evaluation of a funded service, as

deemed necessary. Evaluations could evaluate how a programme has performed on achieving planned outcomes, or how well a programme was implemented and the processes it works under. The specifics of what the evaluation should cover would be developed on a case-by-case basis and in consultation with Providers. Providers are expected to cooperate fully with any evaluation commissioned.

- 5.2 Providers are also encouraged to conduct or commission their own evaluations. The results of any evaluations conducted should be shared with MYD. SUPERU have released a useful resource called '[Making Sense of Evaluation: A Handbook for the Social Sector](#)'⁹ that can help you to understand more about how to measure and understand the effects of your programmes or initiatives. We encourage all Providers to use this resource.
- 5.3 See **Appendix 8** for an overview of the Relationship Management, Monitoring and Evaluation structure.

6. Review

- 6.1 The Ministry of Youth Development will regularly review the effectiveness of the services it purchases. This may include a review of:
- the data submitted through the Quarterly Update Reports
 - the data submitted through the Participant Feedback Surveys
 - the results of any monitoring process
 - the results of any evaluations
 - your progress in contributing to Ministry of Youth Development priorities
 - your progress in contributing to the outcomes and the delivery of youth development opportunities
 - the expenditure of the funding
 - any difficulties/challenges that you or the Ministry of Youth and/or Social Development may have
 - any other matters that either you or the Ministry of Youth and/or Social Development may wish to raise.
- 6.2 Your Relationship Manager will arrange review meetings if and when required during the term of the outcome agreement.

⁹ http://www.superu.govt.nz/sites/default/files/Publications/Superu%20handbook_FINAL.pdf

Appendix 1 – Website Addresses

Code of Funding

<http://www.communitymatters.govt.nz/Promoting-good-practice>

Youth Investment Strategy

<http://www.myd.govt.nz/documents/resources-and-reports/publications/final-my-d-youth-investment-strategy.pdf>

Social Sector Accreditation Standards

<http://www.msd.govt.nz/what-we-can-do/providers/approvals/>

Principles of Youth Development

<http://www.myd.govt.nz/working-with-young-people/youth-development-approach.html>

Code of Ethics for Youth Work Aotearoa New Zealand

<http://www.arataiohi.org.nz/images/uploads/general/CoE2.pdf>

Guide to Effective and Safe Practice in Youth Mentoring

<http://www.youthmentoring.org.nz/content/docs/GYM/NZYMN%20Effective%20Practice%20Guide.pdf>

Results-Based Accountability

<http://www.business.govt.nz/procurement/for-agencies/buying-social-services/results-based-accountabilitytm-rba/>

The Ministry of Youth Development's direction and priorities

<https://www.beehive.govt.nz/sites/all/files/Information-Sheet-Partnering-for-Youth-Development.pdf>

SUPERU: Making Sense of Evaluation: A Handbook for the Social Sector

http://www.superu.govt.nz/sites/default/files/Publications/Superu%20handbook_FINAL.pdf

Appendix 2 – Glossary of terms

Youth Investment Strategy: A Ministry of Youth Development funding strategy which sets out how the Ministry will progress towards implementing a social investment approach to its vision for young people. The Ministry of Youth Development's focus is primarily in the prevention band of service intensity, including at least 30% of funding aimed at young people from disadvantaged backgrounds.

Disadvantaged Background: A young person may come from a "disadvantaged background" for a wide range of reasons, which may include: lack of financial or social resources; feeling a lack of belonging and/or experiencing adversity due to their ethnicity, disability, gender or sexual identity, or migrant status; living in an isolated, rural or 'economically deprived' location. Young people from disadvantaged backgrounds are not necessarily at any immediate risk of harm and do not necessarily require intensive intervention.

Inputs: These are the resources (time, money and facilities) put into the youth development opportunities to achieve the outcomes.

MSD: Ministry of Social Development

MYD: Ministry of Youth Development.

Outcome Agreement: Contract between the Provider and the Ministry of Social Development.

Outcomes: The results of what we set out to achieve.

Participants: Young people who are engaged with the youth development opportunities the Provider is funded to deliver.

Partnership Fund: The Minister for Youth allocated funds to co-invest with business, philanthropic sectors, iwi, and other funders to multiply youth development opportunities and to work together to support positive outcomes for all young people.

Relationship Manager: The person who is authorised by the Provider to represent the organisation and a designated person from the Ministry of Youth Development who is assigned responsibility for effectively managing the outcome agreement.

Social Investment Strategy: A strategy that: systematically measures the effectiveness of services, so we know what works well and what doesn't; moves funding to the most effective services, purchasing results rather than specific inputs; and prioritises early investment to achieve better long-term results for people and help them to rely less on the state.

The Provider: Organisation contracted to deliver opportunities through the outcome agreement with the Ministry of Social Development.

Young Person: Any individual who is aged between 12 and 24 years.

Youth Development Opportunity: A place on or participation in a youth development programme for a unique individual young person.

Types of Youth Development Opportunities:

- **Leadership** – young people participating in an leading initiatives and decision-making processes
- **Volunteering** – young people contributing time, service and skills in their community
- **Mentoring** – young people supported to develop skills and achieve goals through relationships with adults and peers.

Appendix 3 – Provider Quarterly Update Report

This table provides an outline of the questions asked in the on-line Provider Update:

Quarterly Update Report		Use
Q1	Please record the total number of unique individual young people (aged 12-24) that you have worked with across your programme or programmes since 1 July 2017:	Reported measure
Q2	Please record how many of the {{ Q1 }} unique young people (aged 12-24) that you have worked with since 1 July 2017 identify with each ethnicity listed below (please note that individuals can identify with more than one ethnicity):	Reported measure
Q3	Please record how many of the {{ Q1 }} unique young people (aged 12-24) that you have worked with since 1 July 2017 fit within each age listed below:	Reported measure
Q4	Please record how many of the {{ Q1 }} unique young people (aged 12-24) that you have worked with since 1 July 2017 fit within each gender category listed below:	Reported measure
Q5	Please record the total number of the {{ Q1 }} unique individual young people (aged 12-24) that you have worked with since 1 July 2017 who participated in a volunteering activity as part of the programme:	Reported measure
Q6	And in total how many hours would you estimate that these young people completed in their volunteering activities since 1 July 2017?	Reported measure
Q7 (in Quarters 1 to 3)	Are you currently on track to deliver the programmes and achieve the volumes as per your Outcome Agreement with MYD?	Narrative
Q7 (in Quarter 4)	Have you successfully delivered the programmes and the volumes this financial year as per your Outcome Agreement with MYD?	Narrative
Q8	If 'No' to the above question, please tell us why:	Narrative
Q9 (in Quarter 4 only)	Thinking about the youth development opportunities that you have delivered with your funding from MYD, what do you consider to be your main achievements over the past 12 months?	Narrative
Q10 (in Quarter 4 only)	Thinking about the youth development opportunities that you have delivered with your funding from MYD, what general trends, issues or impacts have you observed for the young people you have been working with over the past 12 months?	Narrative
Q11 (in Quarter 4 only)	Please provide at least one specific example for each of the programmes that you have delivered, detailing how the young people (aged 12-24) taking part have benefitted; thinking particularly about how the young people have been supported to build their capability and resilience (see the Guidance Notes below):	Narrative
Q12	If you faced any challenges this quarter (not already mentioned above), please tell us about these below:	Narrative
Q13	If you need any additional support, from MYD or other partners, please tell us about your needs below:	Narrative
Q14	If you have any other thoughts, issues or comments you'd like to raise with MYD, please record these below:	Narrative

Appendix 4 – Participant Feedback Survey

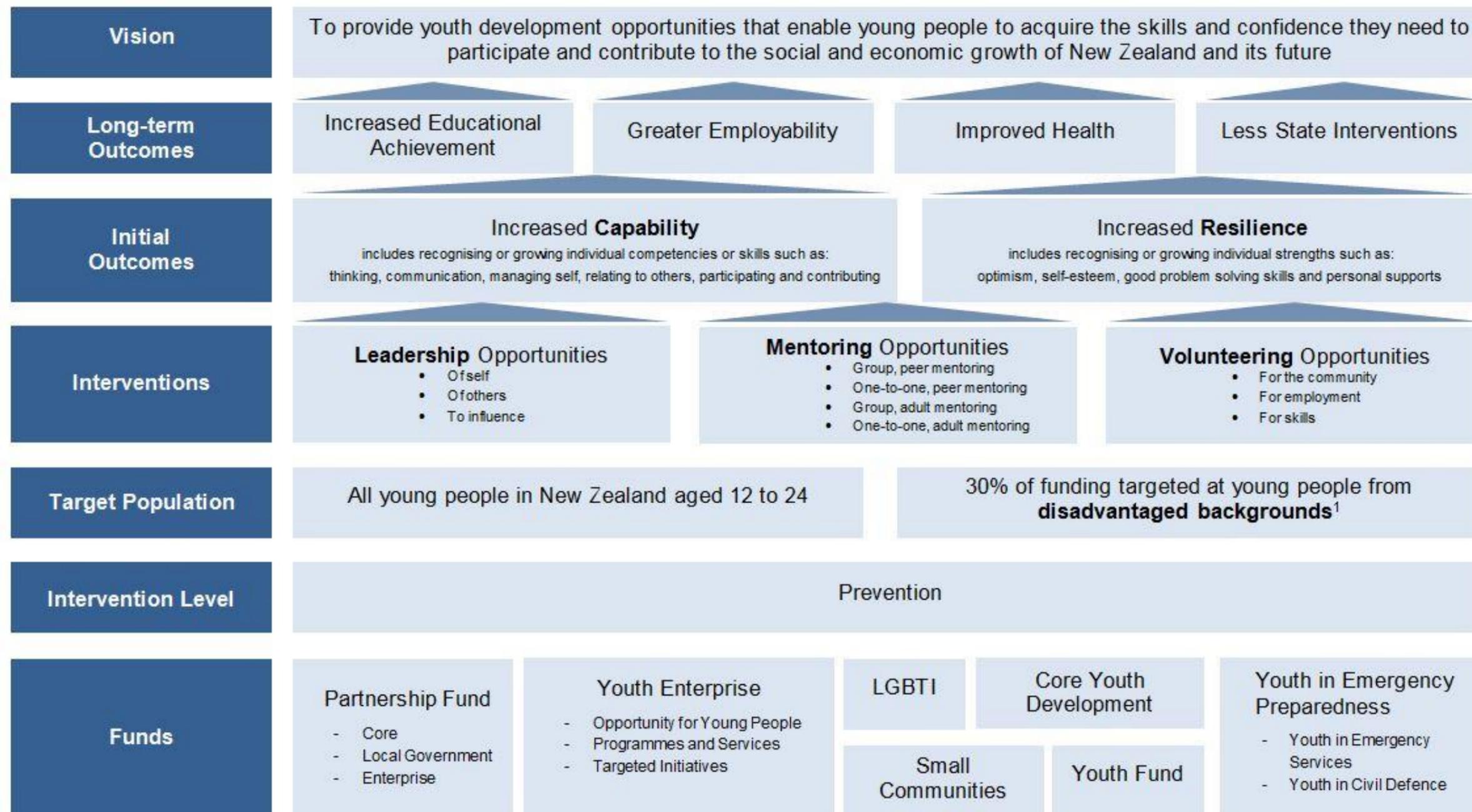
This table provides an outline of the questions asked in the on-line Participant Feedback Survey and how this information is proposed to be used for reporting:

Participant Feedback Survey		Use
Q1	Please provide the name of the programme or service that you are telling us about:	Office use
Q2	Which of the categories below best describes your situation?	Office use
	I am currently participating in this programme or service	
	I have recently finished participating in this programme or service	
Q3	Overall, how happy were you with your experience of the programme or service?	Reported measure
Q4	Overall, how happy were you with the people running the programme or service?	Reported measure
Q5	Please read through the list below and tick any of the options that you feel you have improved upon as a result of taking part in this programme or service (select any or all that apply, if 'none' please select 'None of the above'):	Reported measure
	Making decisions for yourself	
	Solving problems	
	Communicating with others	
	Managing or organising yourself	
	Understanding yourself	
	Understanding other people	
	Feeling good about yourself	
	Helping people in your local community	
	Feeling positive about the future	
	Making friends and connections	
	Feeling more confident	
	None of the above	
Q6	Please tell us a little bit about what you feel was really good about the programme or service that you took part in (for example; What were your favourite things? What did you learn? What will you remember most about it?):	Narrative
Q7	If you can think of anything that would have made your experience better, please tell us about it below:	Narrative
Q8	What gender do you identify as?	Office use
Q9	What is your age?	Office use
Q10	Which ethnic group (or groups) do you identify as? Please select all that apply.	Office use
Q11	If you know the name(s) of your iwi (tribe or tribes), please record details below:	Office use
Q12	Which region do you currently live in?	Office use
Q13	If you live in a city listed below, please select which one (if you don't live in one of these cities, just skip this question):	Office use
Q14	Please record the name of the town or suburb where you live:	Office use

Please Note: Summary reports of the data provided by participants will be shared with Providers for their own use.

Appendix 5 – Intervention Logic

This table presents MYD’s Youth Investment Strategy in a simple graphic form.



Notes:

¹These young people may be less able to access opportunities due to:

- lacking financial or social resources
- feeling a lack of belonging and/or experiencing adversity due to their ethnicity, disability, gender or sexual identity, or migrant status
- living in an isolated, rural or 'economically deprived location.

N.B. MYD also funds various Awards programmes and other initiatives not included in the graphic above e.g. New Zealand Youth Awards, Minister for Youth’s International Leadership Award, Youth Parliament, Prime Minister’s Youth Programme, etc...

Appendix 6 – Reporting Framework

This table outlines the main data required by MYD for reporting and monitoring purposes.



Appendix 7 – Reporting Requirements by Funding Stream

This table presents an overview of what reporting is required from each MYD funding stream. Some Providers may be required or permitted to provide data through alternative methods as agreed by MYD. Reporting requirements may change and Providers will be notified if there are any changes made to their reporting requirements.

Programme	Description	Budget (2017/18)	Data Collection Tools (Data submitted by Providers)			Reporting (Reports produced by MYD)		
Expanding Youth Enterprise Education	Youth Enterprise Fund - Programmes and Services	\$300,000	Annual (just Q4) Update Report	Participant Feedback Survey	Round Table Reporting	Annual Report: A3 Summary and Narrative		
	Targeted Youth Enterprise Initiatives	\$400,000	Annual (just Q4) Update Report	Participant Feedback Survey	Round Table Reporting	Annual Report: A3 Summary and Narrative		
	Youth Digital Enterprise Award	\$110,000	Narrative Report from Young Person			Summary Report of all Narratives		
	Youth Enterprise Fund - Opportunity for Young people	\$190,000	Narrative Report from Young Person	Round Table Reporting		Summary Report of all Narratives		
Partnership Fund	Partnership Fund - Youth Enterprise	\$500,000	Round Table Reporting	Participant Feedback Survey		Annual Report: A3 Summary and Narrative		
	Core funding through partnerships with corporate and philanthropic partners	\$1,000,000	Round Table Reporting	Participant Feedback Survey		Annual Report: A3 Summary and Narrative		
	Partnership Fund - Local Government	\$280,000	Round Table Reporting	Participant Feedback Survey		Annual Report: A3 Summary and Narrative		
Positive Youth Development Promotion	Priority Funding	\$120,000	Annual (just Q4) Update Report	Participant Feedback Survey		Annual Report: A3 Summary and Narrative		
	Youth Fund	\$200,000	Annual (just Q4) Update Report	Participant Feedback Survey		Annual Report: A3 Summary and Narrative		
	LGBTI	\$80,000	Annual (just Q4) Update Report	Participant Feedback Survey		Annual Report: A3 Summary and Narrative		
	Small Communities	\$50,000	Annual (just Q4) Update Report	Participant Feedback Survey		Annual Report: A3 Summary and Narrative		
	Prime Minister's Youth Programme	\$120,000	Annual (just Q4) Update Report	Participant Feedback Survey	Round Table Reporting	Annual Report: A3 Summary and Narrative		
	Core Youth Development	\$4,753,000	Quarterly Update Report	Participant Feedback Survey		Quarterly A3 Summary	Quarterly Narrative Summary	Annual Report: A3 Summary and Narrative
	Youth in Emergency Preparedness	\$100,000	Annual (just Q4) Update Report	Participant Feedback Survey		Annual Report: A3 Summary and Narrative		

Appendix 8 – Relationship Management, Monitoring and Evaluation

This table presents a summary of what relationship, monitoring and evaluation processes may occur with MYD throughout the course of your outcome agreement.

<p>Relationship Phone-call</p>	<p>When? Ongoing, as required OR If quarterly update report is not submitted by the deadline OR If there are issues raised in the quarterly update report or in the participant feedback surveys OR At least once a year if no other contact has been made.</p>	<p>Why? To maintain relationships OR To request completion and submission of quarterly update reports OR To discuss issues raised through reporting OR As a general check in with providers to maintain the relationship.</p>	<p>Who? MYD Relationship/Contract Managers.</p>
<p>Face-to-face Contact</p>	<p>When? If there are significant issues raised in the quarterly update report or in the participant feedback surveys OR If practical and cost effective and agreed by both parties (if not at least a phone-call should be made).</p>	<p>Why? To discuss significant issues raised through reporting OR To build and maintain a good relationship with providers. It could be an opportunity to see a MYD funded programme in action.</p>	<p>Who? MYD Relationship/Contract Managers.</p>
<p>Monitoring Visit</p>	<p>When? If there are serious and significant issues raised in the quarterly update report, the participant feedback surveys, or at any other point OR On a case by case basis, when it is agreed by MYD management that a monitoring visit is needed or would be beneficial in building the evidence base about a provider or a programme.</p>	<p>What? A monitoring visit would usually include (but is not limited to):</p> <ul style="list-style-type: none"> • Individual and/or Group Interviews with key members of staff, such as staff who design and/or manage the programmes or frontline staff running the programmes • Focus Group sessions with young people who participated or are participating in the programme • Focus Groups sessions with members of the community if applicable • Roundtable discussions with MYD, Provider staff and participants • Sessions to observe the youth development activities in action. 	<p>Who? MYD Relationship/Contract Managers. Plus additional MYD staff as appropriate.</p>
<p>Evaluation</p>	<p>When? If a business case can be made to fund and undertake an evaluation of a provider/programme or fund. This may be because there are concerns about the quality or effectiveness of the activity, or currently a lack of evidence about the impact that the programme is having. It may be because a milestone has been reached and it is a good opportunity to take stock of what is working well. An evaluation can happen at any time (with agreement from all parties) when the benefits are agreed and finances and resources allow.</p>	<p>What? An evaluation could focus on a particular provider, a particular programme or the performance of a fund (possibly covering a suite of providers/programmes). An evaluation could evaluate how a programme/provider/fund has performed on achieving planned outcomes, or how well a programme was implemented and the processes it works under. The specifics of what the evaluation should cover needs to be developed on a case by case basis.</p>	<p>Who? Evaluations can be done by providers themselves or by MYD/MSD but preferably evaluations are conducted by an independent contractor to ensure independence and objectivity.</p>