

# Clear Horizon

## CURRICULUM VITAE

### Carina Calzoni, Managing Partner



#### Overview of Expertise

Carina has over 15 years of measurement, evaluation and learning (MEL) experience working with governments and not-for-profit organisations across a wide range of sectors and levels of organisational complexity. Carina has a Masters in Evaluation as well as qualifications in Public Policy and Applied Science giving her the breadth of skills and knowledge needed to work adaptively across a range of specialist fields. She has undertaken many complex social impact evaluations, involving both qualitative and quantitative methods and program planning processes across many sectors. These include mental health, health, education, natural resource management, regional development and social enterprise.

Before joining Clear Horizon, Carina spent 12 years working in State Government focusing on program delivery, policy development and evaluation leadership. During this time, she built an in-depth understanding of public policy design and evaluation, along with experience in the development and implementation of organisational MEL systems. She has a deep appreciation of organisational change management processes required for effective MEL implementation through both her leadership of internal evaluation functions within government, organisations and her own experiences in leading Clear Horizon. Carina knows this needs careful planning, the clear communication of the compelling reasons for change, establishing the governance and systems required to normalise change, while allowing adequate time for people to understand the change and transition.

Carina is also an excellent trainer and facilitator with a skill for curious listening and respectful inquiry. She has helped many program teams and organisations to clarify their outcomes, understand their theory of change, build their measurement, evaluation and learning frameworks and to understand how to use this data effectively for learning and improvement. Carina has great management and team leadership skills and a strong eye for detail, ensuring that projects are delivered to a high standard.

#### Qualifications & Training

- 2014 Masters of Evaluation, Melbourne University.
- 2005 Postgraduate Certificate in Policy Studies (Social Research and Evaluation), Murdoch University.
- 1994 Graduate Diploma in Environmental Science, Murdoch University.
- 1991 Bachelor of Applied Science (Technology Studies - second major in Biological Science).

## Project Experience



### Measurement, Evaluation and Learning Frameworks and Plans

- Development of organisational program logic models (and internal capacity building) (Benetas, Aged care accommodation and support agency)
- Development of the monitoring and evaluation framework for the WA Maternity and Newborn Strategy (WA Country Health Service).
- Support and facilitation to co-develop a monitoring and evaluation plan for the Victorian School Agreement (Victoria Department of Education and Training).
- Development of an evaluation plan for the WA Aboriginal Community Patrols program, (Department of Aboriginal Affairs).
- Monitoring and Evaluation Framework for the Waterway Health Improvement Program (Sydney Water).
- Facilitated a workshop to review and refine an organisational monitoring and evaluation strategy, (Natural Resources SA Murray-Darling Basin).
- Facilitation and development of the Agricultural Sciences Research and Development Fund monitoring and evaluation plan, (WA Department of Agriculture and Food).
- Development of a Value Framework and M&E plan for the e-Connected Grainbelt project (WA Department of Agriculture and Food).
- Development of the Swan Region NRM Strategy MERI plan (Perth NRM).
- Development of M&E framework for Royalties for Regions (WA government regional investment program).



### Evaluations

- Social impact evaluation of Befriend, a Perth based social enterprise aimed at enriching lives through improved social connections (Befriend).
- Project oversight of the evaluation of the NSW \$500 million Emergency Drought Relief Package (NSW Department of Primary Industries).
- Regional Community Development Fund process evaluation (NSW Department of Premier and Cabinet).
- Evaluation of community based regional infrastructure grants projects (Australian Government, Department of Infrastructure, Regional Development and Cities)
- Gas Efficiency Improvement Program Evaluation (NSW Office of Environment and Heritage).
- Evaluation of the DAFWA barley agronomy project (WA Department of Agriculture and Food).
- Impact Evaluation of the Pastoral Profit project, collaborative project between Meat & Livestock Australia (MLA) and Australian Wool Innovation (AWI) aimed at improving business management practices of pastoral mixed grazing businesses (Meat and Livestock Australia).
- Three quality mental health service evaluations (Mental Health Commission WA).

- Mid-term Review of the Boosting Biosecurity Defences Project Governance and Management, (WA Department of Agriculture and Food).
- Evaluation of the Country Local Government Fund (WA Department of Regional Development).
- Evaluation of the Regional Grants Scheme implemented in Southwest Regional (Department of Regional Development).
- Evaluation of the Western Australian Tough on Graffiti Strategy including the development of 12 case studies (WA Police).
- Evaluation of the Supported Accommodation Program (WA Mental Health Commission)
- Evaluation of the Mental Health Review Board representation process (WA Mental Health Commission).
- An evaluation reviewing how consumers would like to be involved in AOD sector planning, delivery and review, and how AOD services believe consumer involvement could be improved. (WA Drug and Alcohol Office).
- Community consultation (across WA) for the development of a ten-year Alcohol and Other Drugs services framework being developed by the Drug and Alcohol Office (WA Drug and Alcohol Office).
- Evaluation of the Mental Health Court Diversion and Support Program (WA Mental Health Commission).
- Evaluation of impact of the Girls from Oz regional and remote girls choir program conducted in WA, (Australian Girls Choir).
- Evaluation of the National Centre for Student Equity in Higher Education (hosted at Curtin University).
- Evaluation of market intelligence barriers (WA Beef Council).
- Evaluation of the Citrus Value Chain Coordinator project (WA Department of Agriculture and Food).
- Evaluation of DAFWA's Climate Change Adaptation Policy (WA Department of Agriculture and Food).
- Six case study reports on WA tourism projects funded through Royalties for Regions (WA Department of Regional Development).
- Evaluation of the social impacts of community development projects funded under the 'Royalties for Regions' program worth over \$70 million in the Pilbara (WA Department of Regional Development).
- Evaluation of Social Values and Impacts for Lotterywest involving over 50 MSC interviews, facilitation of an MSC story selection workshop with 55 participants and an extensive stakeholder survey with over 900 responses (Lotterywest).

## Facilitation and Training



- Facilitated 5 online Most Significant Change train modules for Connect 4 Children Program staff (Queensland Department of Education)
- Facilitated theory of change (virtual) workshops and documented the outputs for the community of practice initiative for learning specialists in Victorian government schools (Victorian Department of Education)

- Program logic workshop facilitation to review the 'Navigating the Healthcare Neighbourhood' project and deliver 2-day program logic training for the (Agency for Clinical Innovation, NSW).
- The development of program logics for the Hazardous Substances Program (NSW Environmental Protection Agency).
- Facilitated a program logic workshop with the WA Waste Authority and senior agency staff for the refinement of the WA Waste Strategy (WA Waste Authority).
- Facilitation program logic workshops to assist in the review of the Great Barrier Reef Water Quality Protection Plan (Department of Environment and Heritage Protection).
- Facilitation of the development of a theory of change model for the Tech School initiative, (Victoria Department of Education).
- Facilitation of the development of program logic models for 6 projects under the Health Rivers and Estuaries Plan (Swan River Trust).
- Facilitation of WA grains industry strategic planning (WA Department of Agriculture and Food).
- Public training – delivered 15 Clear Horizon introductory and advanced courses in Perth, NSW and Victoria since 2012 (Program Logic, Monitoring and Evaluation, Complexity Aware Monitoring, Evaluation and Learning and Most Significant Change Technique).
- Public training – delivered introductory courses for Australian Evaluation Society and IPAA WA since 2013 (Introduction to Program Logic, Introduction to Monitoring and Evaluation, Performance Story Reporting, Value for Money).

## Memberships

Australasian Evaluation Society.