

LOGO

[Insert name of program or activity being evaluated]
Evaluation Plan

**<Month 2022>**

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| **EMBEDDING EVALUATION INTO EVERYDAY PRACTICE: TEMPLATES TO SUPPORT BETTER PRACTICE EVALUATION ACROSS THE COMMONWEALTH**The [Commonwealth Evaluation Toolkit](https://evaluation.gov.au/toolkit/commonwealth-evaluation-toolkit) is designed to support people to determine fit for purpose approaches to evaluate, measure, assess and report on the performance of Commonwealth programs and activities.There are many evaluation templates, tools and resources used across the Commonwealth, and in other jurisdictions, that may assist at different stages of an evaluation. While the set of templates available here are in line with better practice, the application and use of any one tool, template or example for the evaluation of a specific program or activity is ultimately at the discretion of the manager responsible for the successful delivery of results.The templates can be used to document how you plan to conduct an evaluation, or to strengthen routine performance measurement approaches. They are organised around the three stages typically involved in an evaluative activity:* Planning and budgeting (steps 1, 2 & 3)
* Measuring and assessing (steps 4, 5 & 6)
* Reporting and being accountable (steps 7 & 8)

More information about the stages and steps involved in an evaluative activity is available on the "[How to evaluate](https://evaluation.gov.au/toolkit/how-evaluate)" page in the Toolkit. The [tools and additional resources](https://evaluation.gov.au/toolkit/templates-tools-and-resources) in the Toolkit also provide further guidance and examples on how to complete specific evaluative activities and tasks.[ REMEMBER TO DELETE THESE REFERENCE NOTES BEFORE FINALISING YOUR DOCUMENT ] |

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| **TEMPLATE 5: Evaluation Plan****Template Overview:** An evaluation plan is a document that describes how you will monitor and evaluate your program, as well as how you intend to use evaluation results for program improvement and decision making. The evaluation plan clarifies how you will describe the “What,” the “How,” and the “Why It Matters” for your program ([Developing an Effective Evaluation Plan: Setting the Course for Effective Program Evaluation (cdc.gov)](https://www.cdc.gov/obesity/downloads/cdc-evaluation-workbook-508.pdf)) |
| **A comprehensive set of templates is available in the Commonwealth Evaluation Toolkit:** These [templates](https://www.finance.gov.au/government/managing-commonwealth-resources/planning-and-reporting/commonwealth-performance-framework/evaluation-commonwealth-rmg-130/templates-tools-and-additional-resources) can be used to help document how you plan to evaluate, measure, assess and report on the effectiveness, efficiency and/or appropriateness of government programs and activities. Use of these templates is NOT mandatory.* **Planning and budgeting**
	+ Template 1 | Theory of change (outcome mapping)
	+ Template 2 | Program logic
	+ Template 3 | Evaluation framework (program)
	+ Template 4 | Evaluation terms of reference
	+ Template 5 | Evaluation plan
	+ Template 6 | Identifying stakeholders and their roles in an evaluation
* **Measuring and assessing**
	+ Template 7 | Data evaluation matrix
	+ Template 8 | Data sharing agreement  (Sourced from ONDC: Data sharing agreement ONDC (datacommissioner.gov.au))
* **Reporting and being accountable**
	+ Template 9 | Evaluation report
	+ Template 10 | Evaluation action plan
	+ Template 11 | Evaluation closure report

[ REMEMBER TO DELETE THESE REFERENCE NOTES BEFORE FINALISING YOUR DOCUMENT ] |

**TEMPLATE 5**

**Individual Evaluation Plan Template** This template is provided as guidance only – The use of this tool or template is not mandatory. The appropriate application and use of any one tool, template or example for the evaluation of a specific program or activity is ultimately at the discretion of the manager responsible for the successful delivery of results.

An evaluation plan builds on the evaluation terms of reference (see template 4).

An evaluation plan is a document that describes what is being evaluated, why, when, how and who is involved. An evaluation plan is the output or product of evaluation planning. An evaluation plan includes details about the:

• intervention being evaluated

• evaluation purpose, scope and key evaluation questions

• stakeholders, timeframe and milestones

• methods for collecting and analysing data

• risks and limitations

• monitoring and governance arrangements

• ways evaluation findings and insights will be shared to promote their use.

The Evaluation Plan Template identifies the key components of an evaluation plan for a particular program or activity. It provides guidance about the information typically included in each section of a plan for evaluating efficiency, effectiveness and/or appropriateness of a program or activity. This will help ensure your evaluation plan is documented so you can regularly and efficiently carry out your evaluation activities. Record enough information in the plan so that someone outside of the program or activity can understand what you're evaluating and how.

Your plan should be adapted to your specific evaluation needs and context. Additionally, it is important to remember that your evaluation plan is a living, dynamic document designed to adapt to the complexities of the environment within which your program/activity is implemented. The plan is a guide to facilitate intentional decisions. If changes are made, they are documented and done intentionally.

The guidance appears in a text box under each section heading. You can add your text below the guidance box and delete the guidance once you have completed the plan. After editing, update the table of contents, so headings and page number remain accurate.

[Text in grey scale between] needs to be replaced by the appropriate wording.

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# Document administration

Version history

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| --- | --- | --- | --- |
| Version | Date | Description | Author |
| 1.0 |  | Executive level Approval | NA |
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|  |  |  |  |

Contents

[Heading Level 1 3](#_Toc107928374)

[Heading Level 2 3](#_Toc107928375)

[1. Heading Level 1 – Numbered 3](#_Toc107928377)

[1.1 Heading Level 2 – Numbered 3](#_Toc107928378)

# Introduction and background

## Introduction

Briefly outline the context of the program or activity, why an evaluation is being undertaken (e.g. government directive?) and what type of evaluation is being done.

Briefly outline what the evaluation findings will be used for.

You can also add a short paragraph on what the plan sets out to do (e.g. “This evaluation plan sets out the detailed approach to the evaluation, the method, timings and outputs, as well as further defining the scope and the key questions the evaluation will examine.”)

[ Text ]

## Background and rationale

Provide the background to the program or activity (why it was initiated), what its objectives are and the broader context in which the program/activity operates (e.g. any changes in circumstances since the program/activity was initiated).

How does the program/activity contribute to achieving your entity’s purpose?

Briefly outline how the program/activity was delivered (e.g. grants, direct payments, tax concession, advice services, facilitation etc.)

[ Text ]

# Purpose, stakeholders and scope

This section provides detailed information about what you are evaluating. In this section you will describe the need, context, target population, and stage of development of what is being evaluated. You will provide information on inputs, activities, outputs (including targets, where appropriate), and outcomes (short, medium and long-term). You will also develop a logic model (graphical depiction) of what you are evaluating.

Establishing and documenting clear evaluation objectives upfront, and identifying the key evaluation questions that need to be addressed, means your evaluation is more likely to be focussed and deliver the information needed to fulfil its purpose

[ Text ]

## Evaluation purpose

Outline what the purpose of the evaluation is and what it will assess:

Appropriateness, effectiveness, efficiency focus (e.g. the objective of this evaluation is to record and evaluate lessons learned)?

How long has the program/activity been in place? This will help determine what you will be evaluating (e.g. planning, implementation/process or outcome/impact focus).

How the findings will contribute to change in the program/activity?

Outline any ethical and/or privacy considerations that need to be taken into account for the evaluation (including any ethics approvals that may need to be done or any need for a Privacy Impact Statement).

[ Text ]

## Stakeholders

Outline who the stakeholders for the evaluation are, and how and when they will be engaged. These may include stakeholders of the program/activity, and also others who will be the audience for the evaluation.

You may wish to add a table or an appendix on stakeholder engagement.

A separate template to help identify stakeholders and their role in an evaluation is available at [Templates, tools and additional resources](https://evaluation.gov.au/toolkit/templates-tools-and-resources)

[ Text ]

## Evaluation scope

Some programs/activities may be multi-faceted and it is not always possible to evaluate all of the program/activity. This section will outline the scope of the evaluation, in order to focus the evaluation effort on the area of most interest to stakeholders.

In this section you should outline:

* The timeframe (of the program/activity) that the evaluation will cover
* The focus (what part(s) of the program are being evaluated, if applicable)
* What the evaluation will not cover (what is out of scope)
* the scale of effort and resources that will be allocated to do the evaluation
* evaluation governance and timeframes
* What the evaluation will produce (ie what is the deliverable)

[Text ]

#### Time frame:

The focus of the evaluation is [insert what part of the program/activity will be the focus and the time frame that it will cover].

Focus (programmatic, partner, stakeholder, thematic, linkages):

The evaluation will consider [insert the whole/part of the program: the involvement of partners: concerns of stakeholders: thematic priorities: linkages with other programs etc]

#### Out of scope:

The evaluation will not consider/include [insert what will not be considered in this evaluation].

#### Budget and resourcing:

It is proposed that this evaluation be conducted by [select one: internal evaluators/ external evaluators/ a combination of internal and external evaluators]. [explain reasoning for this decision.] It is estimated to cost [insert amount], however it is difficult to accurately forecast costs for the evaluation before finalising the scope and approaching the market. In addition, [insert ASL number] ASL are expected to be required across the entity for [insert duration].

#### Evaluation roles and responsibilities:

This section provides information on how the evaluation will be managed and implemented and who will participate in what capacity. Use this table to outline the broad roles and responsibilities of different areas and individuals involved in your evaluation. You might include some combination of a policy area, a program area, a consultant and an evaluation area (if your entity has one).

Table X Evaluation roles and responsibilities

| **Task** | **[Insert name of area or individual]** | **[Insert name of area or individual]** | **[Insert name of area or individual]** | **[Insert name of area or individual]** | **TIMING** |
| --- | --- | --- | --- | --- | --- |
| Preliminary phase-Comment upon and endorse Terms of Reference-Initial internal interviews-Travel/field work planning (if applicable) | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert when you expect this to be completed] |
| Evaluation plan-Draft evaluation plan including: \*Matrix of questions \*Description of method \*Data gathering tools^  \*Detailed work schedule | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert when you expect this to be completed] |
| Field work (if applicable)-Liaison with partners/stakeholders and target populations as per work schedule-Organise logistics for travel, accommodation and necessary briefings-Engagement of support (e.g. translator, cultural expert) for focus group discussions with target populations-Lead interviewer and note taker | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert when you expect this to be completed] |
| Aide Memoire-Draft document | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert when you expect this to be completed] |
| Draft evaluation report-Prepare document outline-Draft sections of the report-Consolidate sections into draft | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert when you expect this to be completed] |
| Final evaluation reportConsolidate stakeholder commentsCoordinate input, resolve differences, conduct final edit and submit for endorsement | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert when you expect this to be completed] |
| Endorsement of report and agreement on release | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert responsibility eg lead, support review endorse] | [insert when you expect this to be completed] |

**Table Legend:**

**lead** Responsible for framing overall approach to task, where relevant in consultation with the Team Leader. This includes prioritising tasks and facilitating input from other team members/areas in a timely manner.

**support** Providing input on deliverables being led by another team member. This is likely to include investigating particular issues or discrete sub-components of a larger task.

**review** Designates minimal involvement in a particular task with input generally limited to providing comment on completed products/tasks

**endorse** Responsible for ensuring the evaluation is of sufficient standard and usability

Observers or subject matter experts from other areas, [insert names/areas if known] may also be invited to participate as required.

^ If a lot of data or documentation is likely to be gathered, it may be helpful to include a section on data governance and storage (i.e. how these artefacts are to be registered and stored securely etc.).

## Evaluation use and communication plan

Outline the principal users of the evaluation and how the results will be used and shared

The principal users for this evaluation will be [insert names]. <if the evaluation will be published, you might wish to add> The publication of this evaluation will allow others to learn from the evaluation findings and support wider decision making and accountability.

The evaluation will be shared as outlined in the table below.

Table X: Communication Plan

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Audience** | **Content** | **Format/Media** | **Timing** | **Resources** |
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# Evaluation design and approach

This section will provide information on how the evaluation will be designed and the methods used. It will outline your key evaluation questions and how you will go about answering them.

## Areas of enquiry

The areas of enquiry proposed for the evaluation area as follows:

1. [insert area of enquiry e.g. appropriateness/need]

2. [insert area of enquiry e.g. effectiveness]

3. [insert area of enquiry e.g. efficiency]

4. [insert area of enquiry e.g. lessons]

The detailed breakdown of the questions that will inform these areas of enquiry, and the methods that will be used to answer them is set out in the evaluation/data matrix in Appendix A.

## Methods

The evaluation will use [insert what approach you will take e.g mixed methods, quantitative, qualitative, comparison groups, case study etc]. Findings, conclusions and recommendations will be evidence based and triangulated.

Table X: Summary of data collection methods <delete and/or add as appropriate>

|  |  |
| --- | --- |
| **Data collection method** | **How <be specific about how>** |
| Desktop research/Document review | A systematic review of program documents which may include program guidelines, executed grant agreements, program logic, policy papers, and program reporting and procedure manuals. This may also include a review of relevant re-ports and existing data |
| Literature review | A systematic review of similar programs run in other jurisdictions, reviews or evaluations of similar programs, relevant journal research arti-cles or media reports (with caution), and [other policy specific sources of information] |
| Stakeholder interviews/key informant interviews | Semi-structured interviews with a range of stakeholders that may include face-to-face, tel-ephone, or video-conferencing. With permis-sions, interviews can be audio recorded to ena-ble transcription and improve the accuracy of analysis. Stakeholders to be interviewed will be identified when refining the methodology of each evaluation |
| Focus group discussions | Focus group discussions with affected popula-tions will help answer appropriateness questions |
| Surveys | Survey design should be structured in order to ask the right questions of the right people to an-swer your key evaluation questions |
| Administrative data, official statistics, linked datasets and/or big data |  |
| Case studies | A case study focuses on a particular unit - a per-son, a site, a project. Case studies can be par-ticularly useful for understanding how different elements fit together and how different ele-ments (implementation, context and other fac-tors) have produced the observed impacts. |

[you may wish to go into more detail on each of your methods to explain to the reader how you will conduct the collection, why and what resourcing will be needed]

## Constraints and limitations

This section will provide information on what constraints and/or limitations have been placed on the evaluation.

<delete and/or add as appropriate with an explanation on how you will address these constraints/limitations>

Time and resources

Sampling

Interviews

Limitations on stakeholder input

Attribution and apportionment

Access to datasets

## Risks

This section will provide information on what the risks that the evaluation may face and how they may be mitigated. Use your entity’s risk matrix and risk register.

## Data evaluation matrix

A separate template (Template 7) to help you prepare a Data Evaluation Matrix is available at [Templates, tools and additional resources | Department of Finance](https://www.finance.gov.au/government/managing-commonwealth-resources/evaluation-commonwealth-rmg-130/templates-tools-and-additional-resources), which can be included here.