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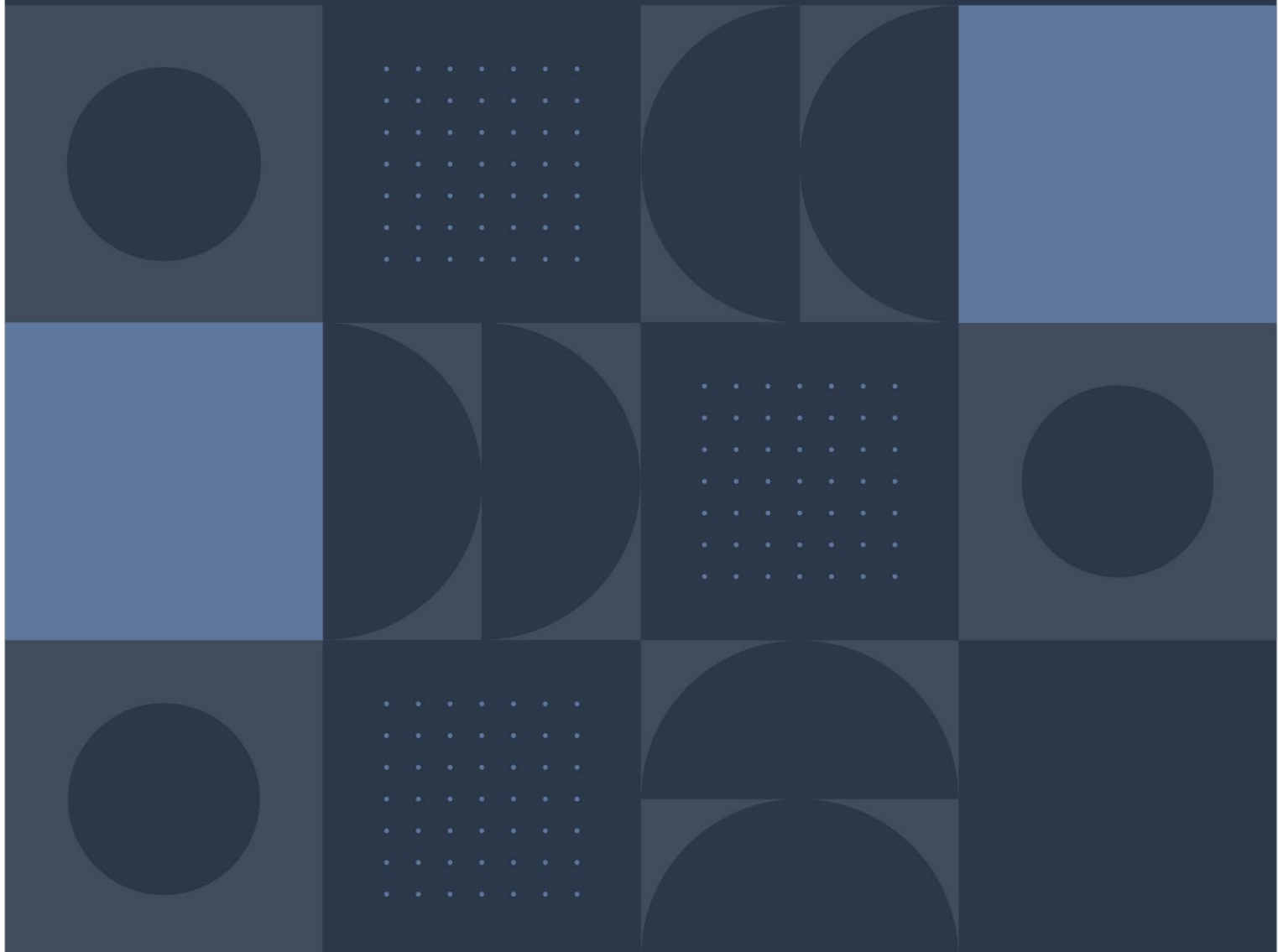
Australian
Centre for
Evaluation

ace

Australian Centre for Evaluation Strategy

Embedding a culture of evaluation across the
Australian Government

August 2024



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Manager
Media Unit
The Treasury
Langton Crescent
Parkes ACT 2600
Email: media@treasury.gov.au

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Foreword

Evidence-informed policy can help drive better outcomes for individuals, communities, and society. In the face of major structural challenges, evidence-informed policy making is critical to maintaining trust in government and our democratic capitalist institutions.

Evaluation is a critical input to evidence-informed policy. Understanding what works, why and for whom can help enhance the effectiveness, efficiency, and equity of government interventions.

The Australian Centre of Evaluation (ACE) in Treasury was founded to help ensure evaluation evidence is at the heart of government decision making - to help embed a strong culture of continual learning across the Australian Public Service.

The ACE provides support across government to enhance the quality and depth of evidence available to support decision-making. It aims to support this by helping foster a public service with:

- *people* who are curious
- *organisations* that value experimentation and learning, and
- *support systems* that ensure evaluation, monitoring, and expert analysis are embedded into everyday practice.

The Australian Centre for Evaluation strategy sets out an ambitious agenda for improving the quality and depth of evidence and its use by: providing leadership across the APS; working with partners to deliver impactful evaluations; supporting agencies with evaluation planning and use; and building evaluation capability across the service.

In achieving this agenda, the ACE is supported by the vibrant Commonwealth Evaluation Community of Practice. I encourage all staff across the Australian Public Service to familiarise yourself with this strategy and take the opportunity to contribute to its goals by embracing evaluation in all the work you do.

A strong evidence base will enable us to provide Government with the best possible advice for improving outcomes for all Australians.

Dr Steven Kennedy PSM
Secretary

September 2024

Introduction

High-quality evaluation helps ensure government actions deliver better outcomes for Australians. Evaluation is essential for generating actionable evidence that informs government policies and decisions, promoting a culture of learning, innovation, and continuous improvement. It is also central to Commonwealth entities and companies demonstrating value for money and meeting the requirements of the Public Governance, Performance and Accountability Act 2013 (PGPA Act).

The ACE was established in the Australian Treasury in July 2023 and became fully operational in early 2024.

The ACE's mission is to help put evaluation evidence at the heart of policy design and decision-making. We do this by:

- improving the volume, quality, and use of evaluation evidence
- embedding a culture of evaluation across the Australian government.

Our strategy is organised around four interconnected streams of work:

1. Evaluation Leadership and Promotion
2. Impact Evaluation Delivery and Advice
3. Evaluation Planning and Use, and
4. Evaluation Capability Building.

In delivering our strategy, we collaborate with a diverse array of partners, including evaluation units from across the Australian Government, central agencies, state and territory counterparts, international partners, and non-government organizations.

We offer a range of services to Commonwealth entities and companies including:

- provision of guidance and support to embed the Commonwealth Evaluation Policy, including through a maturing set of resources on the Commonwealth Evaluation Toolkit
- provision of technical advice and support for the design and delivery of impact evaluations using randomised controlled trials (RCTs) and quasi-experimental methods
- development of evaluation training resources and delivery of targeted evaluation training
- support for professional networking and community of practice events that promote good practice evaluation and knowledge sharing.

About this strategy

This strategy outlines the ACE’s vision, mission, and service offering. It explains why we are here, what we do, who we work with, what we aim to achieve, and how we will measure our success.

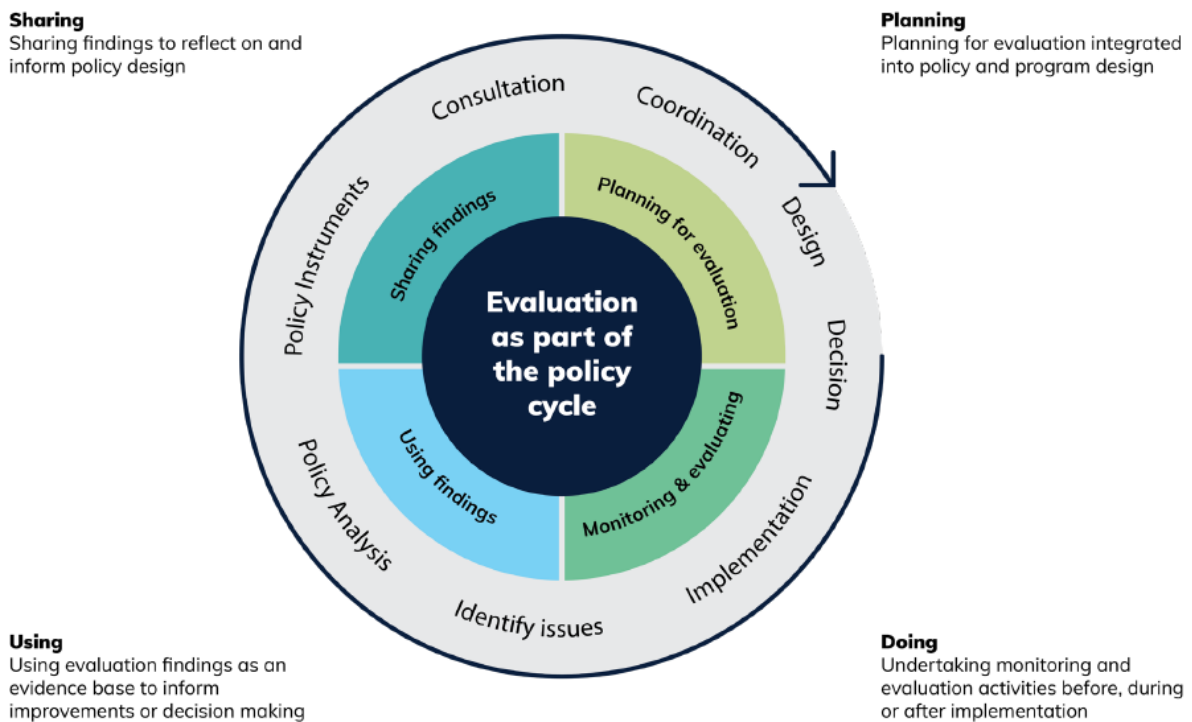
In the spirit of continual learning, this strategy will be a living document, updated as new evidence and information comes to light.

Where we are today

High-quality evaluation creates robust evidence to inform policy design, decision-making and implementation. It supports a culture of continual learning, innovation, and continuous improvement across the government.

Evaluation is important at all stages of the policy cycle. It supports evidence-based policy design, implementation and delivery that is fundamental to enhancing the effectiveness of government spending.

Figure 1: Evaluation and the policy cycle*



*Department of Infrastructure, Transport, Regional Development, Communications and the Arts (2023), *Evaluation Strategy 2024–27*

Evaluation in the Australian Government

Across the Australian Government, individual entities¹ are responsible for monitoring and evaluating the policies, programs, and services that they fund or deliver. Analysts and program managers in entities lead on the design and delivery of evaluations, working closely with evaluation units, policy teams, and delivery partners.

Embedding an enduring culture of evaluation, so that all programs are routinely and rigorously assessed for their effectiveness, efficiency, and impact, is a key initiative under the Australian Government's Plan for Australian Public Service (APS) Reform (Priority 4, Outcome 8).²

To support Australian Government entities to meet high standards of evaluation, staged reforms to provide enhanced central leadership and stronger evaluation requirements have been implemented progressively since 2020. These reforms have focussed on strengthening evaluation practices, capabilities, and culture across the APS.

Evaluation Reform Timeline

From a whole-of-government perspective, major reforms have included implementing:

- a system-wide evaluation policy approach and supporting guidance, delivered through the Commonwealth Evaluation Policy and Commonwealth Evaluation Toolkit
- stronger requirements for evaluation planning and use in the Budget and Cabinet process, delivered through the Budget Process Operational Rules
- enhanced cross-entity governance, engagement, and professional networking mechanisms, delivered through the Commonwealth Evaluation Reference Group and the Commonwealth Evaluation Community of Practice.

From an organisational perspective, since 2019 many Australian Government entities have taken their own steps to improve evaluation practices, capabilities, and culture within their organisation.

This includes, for example:

- establishing or expanding dedicated in-house evaluation units
- developing enterprise-level evaluation strategies and/or forward work plans
- introducing stronger governance arrangements for evaluation oversight.

1 In this strategy, “entities” (also referred to as agencies) is used to refer to all [Commonwealth entities and companies](#) subject to the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the associated [Commonwealth Evaluation Policy](#) (the Policy). The Policy came into effect on 1 December 2021 and sets out the Government’s expectations in relation to evaluating government programs and activities.

2 This reform priority reflects findings from the 2019 Independent Review of the APS (‘the Thodey Review’) [Independent Review o...~https://www.pmc.gov.au/resources/independent-review-australian-public-service](https://www.pmc.gov.au/resources/independent-review-australian-public-service).

System drivers and enablers for change

The primary system drivers that support the evaluation reform across the APS are listed below.

Requirements

Commonwealth Resource Management Framework

The Commonwealth Resource Management Framework, established under the PGPA Act, is the cornerstone of governance, performance, and accountability arrangements in the Australian Government. It includes the Commonwealth Performance Framework, which sets out legislative requirements for entities to measure, assess and report on performance across an annual reporting cycle.

Commonwealth Evaluation Policy

The [Commonwealth Evaluation Policy](#) provides a principles-based approach for the conduct of evaluations across the Commonwealth. It came into effect on 1 December 2021, and applies to all [Commonwealth entities and companies](#) subject to the PGPA Act.

Budget Process Operational Rules

The [Budget Process Operational Rules \(BPORs\)](#) require evaluation plans to be established in the early stages of policy implementation.

Australian Public Service Commissioner's Direction

A key change to Commissioner's Direction 2024 (effective from December 2024) will be the inclusion of the new APS value of stewardship, which emphasises the importance of learning and reflecting on experience and knowledge to inform current and future operations including through the conduct of robust evaluations.

Guidance

Commonwealth Evaluation Toolkit

The [Commonwealth Evaluation Toolkit](#) includes practical guidance materials and supporting resources to help entities to appropriately monitor and evaluate government programs and activities over the policy cycle.

The Australian Government Guide to Policy Impact Analysis

Any policy proposal or action of government, with an expectation of compliance, that would result in a more than minor change in behaviour or impact for people, businesses, or community organisations must complete an [Impact Analysis \(IA\)](#) before a final policy decision is made. The IA includes a description of how the policy will be monitored and evaluated.

Professional networks and support

Commonwealth Evaluation Community of Practice

The Commonwealth Evaluation Community of Practice brings together people with a role or an interest in evaluation to learn, share and build the evaluation capability of its members.

APS Evaluation Profession

The APS Professional Stream Strategies are designed to increase the capability of APS. The APS professions model will be expanded to include evaluation in late 2024.

Our strategy

Our vision

The ACE's vision is that:

Evaluation evidence supports better policy and programs to improve the lives of Australians.

Our mission

The ACE's mission is that:

We help put evaluation evidence at the heart of policy design and decision-making by:

- improving the volume, quality, and use of evaluation evidence, and
- embedding a culture of evaluation across the Australian Public Service.

To do this, we work with partners from across the Australian Government to achieve the following key outcomes:

- A wide range of policies and programs across government are supported by high-quality, ethical and culturally appropriate evaluations.
- Evaluative thinking and high-quality evaluation evidence are widely used to inform policy and spending decisions.
- An appropriate level of resourcing for evaluation.
- Increased uptake of impact evaluations drawing on experimental and quasi-experimental methods informs decision-making.
- Evaluation evidence is routinely used to inform performance information and reporting.

Increased capability across the APS to design, procure and deliver high-quality, ethical and culturally appropriate evaluation.

The full range of anticipated outcomes is shown in our theory of change at Appendix A.

How we will achieve our key outcomes

The ACE works in four interconnected streams to achieve our outcomes:

- **Evaluation leadership and promotion** – we play a leadership role to build a culture of evaluation, lead and promote ethical and culturally appropriate evaluation, and increase the quality, volume and use of evaluation evidence across government.
- **Impact evaluation delivery and advice** – we champion and support high-quality rigorous impact evaluations working in partnership with government entities, ensuring these are conducted in an ethical and culturally appropriate way.

- **Evaluation planning and use** – we strengthen evaluation planning and use, including through Budget and Cabinet processes, and work closely with dedicated evaluation units to integrate high-quality evaluation into all aspects of program and policy design and delivery.
- **Evaluation capability building** – we build system-wide evaluation capability to create, use and share robust evaluation evidence across the Australian Government and beyond.

Stream 1: Evaluation leadership and promotion

To promote the Commonwealth Evaluation Policy and embed a culture of evaluation in the APS, we work with a range of governance, leadership, and practitioner networks and groups. This includes:

- leading the Commonwealth Evaluation Reference Group, which provides cross-government leadership and coordination of evaluation reform initiatives across government
- leading the Evaluation Community of Practice, which brings together people with a role or an interest in evaluation to learn, share and build evaluation capability
- leading the Impact Evaluation Practitioners Network, which connects Australian impact evaluation practitioners and facilitates access to technical advice and peer mentoring support
- promoting the Productivity Commission’s [Indigenous Evaluation Strategy](#) as the whole-of-government framework for selecting, planning, conducting and using evaluations of policies and programs affecting Aboriginal and Torres Strait Islander people
- convening and contributing to conferences and events that facilitate professional development, networking and collaboration on evaluation.

The ACE also works with Commonwealth evaluation units and entities to promote good evaluation practices and governance. Relative to the size, function and scale of each entity this could include:

- developing and publishing an enterprise-level evaluation strategy and/or forward work plan
- nominating a designated role or position with oversight of evaluation at an enterprise-level
- establishing an in-house evaluation unit and/or roles commensurate with the entity’s requirements
- effective governance at an enterprise-level to embed evaluation into business planning, performance, risk and program management, and budget prioritisation processes
- using strategic, risk-based approaches to identify, prioritise and schedule evaluation activities
- building robust monitoring and evaluation into the ongoing governance of all programs and policies
- planning fit-for-purpose monitoring and evaluation for new or amended programs commence
- aligning internal review and evaluation activities with external reporting requirements
- committing to publish evaluation findings, where appropriate.

Stream 2: Impact evaluation delivery and advice

The ACE champions and supports the development and delivery of high-quality impact evaluations by:

- developing partnerships with government departments and agencies to support delivery of high-quality impact evaluations using randomised controlled trials and quasi-experimental methods
- providing technical advice and support to government departments and agencies regarding impact evaluations.

The ACE uses six criteria to identify candidate policies and programs for impact evaluation:

1. strategic alignment with the Government's priorities
2. materiality of the policy questions
3. existing evidence base in relation to the policy or program
4. feasibility of conducting a high-quality impact evaluation
5. level of partner support for the evaluation and capacity to implement findings
6. fit with the ACE's and the partner's capability.

Stream 3: Evaluation planning and use

The ACE strengthens evaluation planning and use in the APS by:

- providing advice and support to Commonwealth entities to help them understand and meet the requirements and policy intent of the Commonwealth Evaluation Policy
- identifying strategies and developing tools to strengthen evaluation planning and use in the budget process
- providing targeted support to entities for the development of selected New Policy Proposals (NPPs)
- reviewing post-implementation reviews (PIRs).

Over time, we will work with key stakeholders to make evaluation evidence more accessible for use during policy development, through mechanisms such as:

- online access to evaluation evidence in specific policy domains
- synthesis of evaluation evidence.

Stream 4: Evaluation capability building

The ACE supports the capability of the APS to design, procure and deliver high quality, fit-for-purpose evaluations through:

- developing training resources, including foundational and specialist courses delivered as eLearning modules, or online or face-to-face training
- delivering targeted workshops and information sessions
- creating an APS Evaluation Profession in partnership with the Australian Public Sector Commission
- maintaining and maturing the Commonwealth Evaluation Toolkit.

The ACE works closely with the Commonwealth Evaluation Reference Group to ensure system-wide capability uplift initiatives are delivered in a way that meets the tailored needs and objectives of individual entities.

Our service offering

The ACE offers a range of services to Commonwealth entities to build a culture of evaluation, and increase the quality, volume, use, and impact of evaluations. These are fully listed in the ACE Service Offering which can be found at Appendix B.

They include:

- provision of technical advice and support for the design and delivery of impact evaluations using randomised controlled trials (RCTs) and quasi-experimental methods
- provision of policy guidance and support, including the Commonwealth Evaluation Toolkit
- development of evaluation training resources and delivery of targeted evaluation training.

How will we know we are achieving our aims?

The ACE will use a combination of methods to monitor and evaluate our work.

To understand progress towards our anticipated outcomes, we will collect and monitor data on a range of output and outcome indicators based upon our living theory of change. We will combine this information with other data to better understand how our work is contributing to whole-of-government change, including:

- stakeholder engagement data to understand the types and scale of engagement, including through the State of Evaluation survey and reporting
- feedback from stakeholders on the quality of our work
- after-action debriefs/reviews to reflect and learn.

Outcome and output indicators, together with their sources of measurement, are listed in the tables below and at Appendix C.

It is important to note that:

- the ACE was established in July 2023 and became fully operational in early 2024. As we learn and evolve, we expect to refine our theory of change and accompanying indicators.
- many of our outcomes can only be achieved as the result of collaboration and joint initiatives with our partners.

We will report on our targets regularly and undertake routine planning sessions to consider our learning and to adapt our strategy based on emerging issues and practice and findings from the State of Evaluation survey and reporting.

Our outcomes

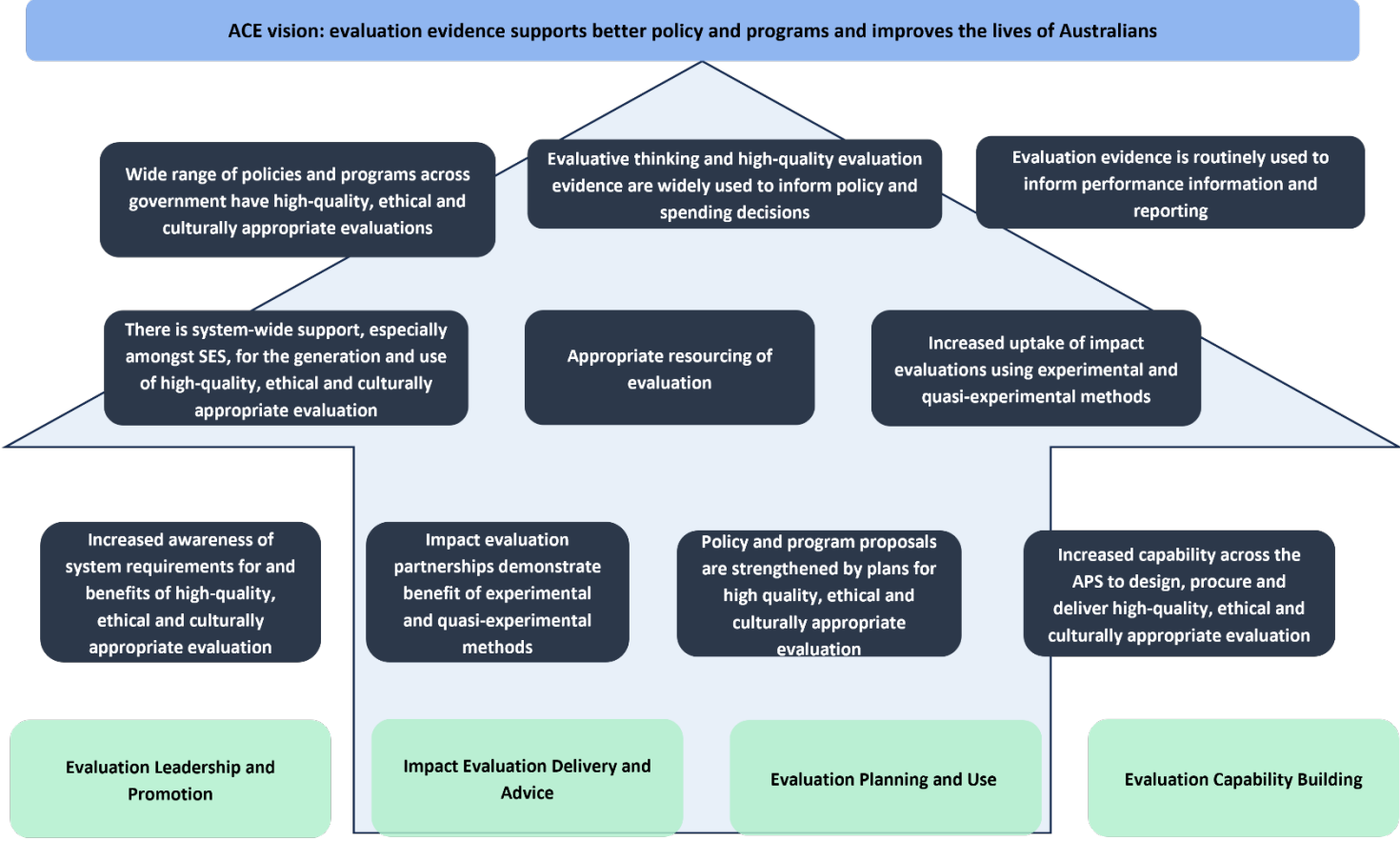
The ACE's outcomes and indicators are detailed in the table below. Our outputs and targets for FY23/24-FY26/27 are listed at Appendix C.

Outcome	Outcome indicators	Data source
<i>Stream 1: Evaluation leadership and promotion</i>		
<i>Outcome 1.1</i>		
Increased awareness of system requirements for and benefits of high-quality, ethical and culturally appropriate evaluation	Increase in entities where evaluation is supported by evaluation strategy, policy or framework which identified when and how they are conducted, recorded and reviewed ethically	Commonwealth Evaluation Survey
<i>Outcome 1.2</i>		
There is system-wide support, especially amongst SES, for the generation and use of high-quality, ethical and culturally appropriate evaluations	Perception of entity staff that evaluation evidence is used to inform policy development and spending decisions	Commonwealth Evaluation Survey
<i>Outcome 1.3</i>		
Appropriate resourcing of evaluation	Proportion of entities who have evaluation expertise in entity	Commonwealth Evaluation Survey
<i>Stream 2: Impact evaluation delivery and advice</i>		
<i>Outcome 2.1</i>		
Impact evaluation partnerships demonstrate benefit of experimental and quasi-experimental methods	Perception of impact evaluation partners regarding benefit of experimental and quasi-experimental methods	ACE Evaluation - Case Study
<i>Outcome 2.2</i>		
Increased uptake of impact evaluations using experimental and quasi-experimental methods	Proportion of entities where there is one or more impact evaluations conducted, increase in the average number of impact evaluations in those entities	Commonwealth Evaluation Survey

Outcome	Outcome indicators	Data source
<i>Stream 3: Evaluation planning and use</i>		
<i>Outcome 3.1</i>		
Policy and program proposals are strengthened by plans for high quality, ethical and culturally appropriate evaluation	Perception of staff receiving ACE advice on New Policy Proposals (NPPs)	ACE Evaluation - Case Study
<i>Outcome 3.2</i>		
Wide range of policies and programs across government have high-quality, ethical and culturally appropriate evaluations	Review of published evaluations	Commonwealth Evaluation Survey
<i>Outcome 3.3</i>		
Evaluative thinking and high-quality evaluation evidence are widely used to inform policy and spending decisions	Perception of entity staff that evaluation evidence is used to inform policy development and spending decisions	Commonwealth Evaluation Survey
<i>Stream 4: Evaluation capability building</i>		
<i>Outcome 4.1:</i>		
Increased capability across the APS to design, procure and deliver high-quality, ethical and culturally appropriate evaluation	Increase in number of entities producing evaluation reports	Commonwealth Evaluation Survey

Appendix A: The ACE theory of change

Figure 2: Theory of change (note this is a living theory of change and will be updated to reflect lessons learned during implementation and emerging issues)



Assumptions:

- Sustained commitment from other actors in the evaluation ecosystem including political decision-makers, SES, central agencies, government evaluation units, policy officers, data agencies, and the wider evaluation community.
- Leaders see evaluation as central to the stewardship of public resources and prioritise investment in evaluation.
- Suitable candidates for impact evaluation are identified and there is sound implementation of impact evaluation.
- Supporting capability uplift, and buy-in (i.e. increased demand) from senior leaders, leads to behaviour change in evaluation.

Problem: 'Research commissioned for the review found that the APS's approach to evaluation is piecemeal in both scope and quality, and that this diminishes accountability and is a significant barrier to evidence-based policy-making' (*Independent Review of the Australian Public Service, 2019*)

Appendix B: The ACE service offering

The ACE offers a range of services to Commonwealth entities and APS staff.

Services for Commonwealth entities

We provide services for Commonwealth entities in two areas:

- development and delivery of impact evaluation partnerships
- consulting support for evaluation planning and use.

Impact evaluation partnerships

We offer the following services to develop and deliver impact evaluation partnerships with Commonwealth entities:

- Research design: support for designing impact evaluations and ensuring ethical standards
- Evaluation delivery: conducting impact evaluations
- Data cleaning and analysis: preparing data for accurate analysis
- Reporting and use: creating reports and helping use findings effectively.

In 2023-24, we commenced three partnerships through which ACE provides expert staff, ethics reviews, data access, and academic support while partners contribute resources, oversight, and governance.

The Department of Employment and Workforce Relations partnership

This partnership will deliver 5 trials over 3 years to test online employment services. Two ACE staff have been seconded to the department to assist with ethics review, trial design, and pre-analysis plans.

The Department of Health and Aged Care partnership

We are exploring impact evaluations for primary health care and population health initiatives.

The Department of Social Services partnership

We are exploring impact evaluations for disability support, early childhood development, and ending gender-based violence.

Consulting support for evaluation planning and use

We offer the following services to APS entities:

- tailored support to embed evaluation, helping entities meet policy requirements
- targeted support for New Policy Proposals in collaboration with departmental evaluation units
- supporting Post-Implementation Reviews, ensuring compliance with the Australian Government Guide to Policy Impact Analysis.

Services for APS staff

We provide evaluation leadership and promotion services as well as a range of capacity building services for APS staff.

Evaluation leadership and promotion

Our services in this area consist of:

The Commonwealth Evaluation Reference Group

This group provides cross-government leadership and coordination to embed a culture of evaluation across the APS. Membership of the group is open to senior executives and managers with evaluation responsibility or skills.

The Commonwealth Evaluation Community of Practice

This Community of Practice provides a forum for people interested in evaluation to learn, share, and build capability. The group is open to all Commonwealth officials with an interest in evaluation.

The Impact Evaluation Practitioners Network

This network connects impact evaluation practitioners from government and academia across Australia and provides a forum for building relationships and accessing advice.

Conferences and Events

We promote and contribute to events for professional networking, learning and collaboration. In June 2024, we held an Impact Evaluation Showcase event that brought together over 1000 people from across government, academia and civil society.

Capacity Building

We provide the following services to build evaluation capacity and capability in the APS.

Training Resources, Support, and Delivery

We develop and deliver training resources and courses to strengthen evaluation capability. Online training modules will be available through APSLearn from August 2024.

APS Evaluation Profession

The APS Evaluation Profession will build specialist evaluation capability across the APS from graduate to executive level, in partnership with the Australian Public Service Commission. The Profession will launch in late 2024.

The Commonwealth Evaluation Toolkit

The Toolkit provides practical guidance and supporting resources to help entities to monitor and evaluate government programs and activities.

How to access our services

To access our services or ask for further details, contact evaluation@treasury.gov.au

Appendix C: Outputs & targets

The table below lists the outputs and targets for each of the first four ACE outcomes. The delivery of these outputs is expected to result in these four outcomes. Outcomes five to nine are anticipated to flow from the first four outcomes.

Outcome 1.1: Increased awareness of system requirements for and benefits of high-quality, ethical and culturally appropriate evaluation					
Outputs	Target 2023-24	Target 2024-25	Target 2025-26	Target 2026-27	Data source
1.1 Commonwealth Evaluation Reference Group meetings held	2 meetings held	4 meetings held	4 meetings held	4 meetings held	ACE tracker
1.2 Evaluation Community of Practice events	15 events held	15 events held	15 events held	15 events held	ACE tracker
1.3 Commonwealth Evaluation Units Forum held	1 forum held	1 forum held	1 forum held	1 forum held	ACE tracker
1.4 Impact Evaluation Practitioners Network meetings held	Network established with at least 40 members	Membership grows by 20% Network members take ownership of network through hosting events	Membership numbers are sustained or grow Network continues to have an active secretariat, hold	Membership numbers are sustained or grow Network continues to have an active secretariat and	ACE tracker

Outcome 1.1: Increased awareness of system requirements for and benefits of high-quality, ethical and culturally appropriate evaluation

Outputs	Target 2023-24	Target 2024-25	Target 2025-26	Target 2026-27	Data source
		and involvement in secretariat Good engagement at network events (at least 50% of members attend online sessions)	regular events and good engagement with events	hold regular events and good engagement with events	
1.5 Conferences and events (e.g., Impact Evaluation Showcase, seminars) held	Impact Evaluation Showcase held Substantive contribution to at least 3 evaluation conferences or events	Substantive contribution to at least 2 evaluation conferences or events	Conference/ Showcase held Substantive contribution to at least 2 evaluation conferences or events	Substantive contribution to at least 2 evaluation conferences or events	ACE tracker
1.6 Commonwealth Evaluation Survey conducted	Survey designed	Survey conducted	N/A	Survey conducted	Survey
1.7 State of Evaluation report produced	Develop approach for report	Report produced	Interim update produced	Report produced	Report

Outcome 1.1: Increased awareness of system requirements for and benefits of high-quality, ethical and culturally appropriate evaluation					
Outputs	Target 2023-24	Target 2024-25	Target 2025-26	Target 2026-27	Data source
1.8 Evaluation Maturity Model developed and promoted	Scope options for Evaluation Maturity Model	Design, pilot and implement Model	Five entities use Model to assess maturity	Ten entities use Model to assess maturity	ACE tracker

Outcome 2.1: Impact evaluation partnerships demonstrate benefit of experimental and quasi-experimental methods					
Outputs	Target 2023-24	Target 2024-25	Target 2025-26	Target 2026-27	Data source
2.1 Impact evaluations (IEs) using randomised controlled trials and quasi-experimental methods designed, delivered and published	5 IE discovery processes commenced 3 IE partnerships established 4 IEs commenced	Up to 5 IE discovery processes commenced and up to 4 IEs commenced, depending on number of IEs already underway or completed 1 additional IE partnership established	Up to 5 IE discovery processes commenced, depending on number of IEs already underway or completed 1 additional IE partnership established	Up to 5 IE discovery processes commenced, depending on number of IEs already underway or completed Sustain existing partnerships (or add new partnerships)	ACE tracker

Outcome 2.1: Impact evaluation partnerships demonstrate benefit of experimental and quasi-experimental methods

Outputs	Target 2023-24	Target 2024-25	Target 2025-26	Target 2026-27	Data source
		Deliver and publish IEs once outcome data is available and analysis is completed	Deliver and publish IEs once outcome data is available and analysis is completed	as existing ones expire)	
2.2 Technical advice provided to support delivery of impact evaluation (IE)	5x technical advice on IE plans, design, data or analysis	10x technical advice on IE plans, design, data or analysis	10x technical advice on IE plans, design, data or analysis	10x technical advice on IE plans, design, data or analysis	ACE tracker

OUTCOME 3.1: Policy and program proposals are strengthened by plans for high quality, ethical and culturally appropriate evaluation

Outputs	Target 2023-24	Target 2024-25	Target 2025-26	Target 2026-27	Data source
3.1 Technical advice provided to entities to support evaluation planning and use	50 consultations	100 consultations	100 consultations	100 consultations	ACE tracker

OUTCOME 3.1: Policy and program proposals are strengthened by plans for high quality, ethical and culturally appropriate evaluation

Outputs	Target 2023-24	Target 2024-25	Target 2025-26	Target 2026-27	Data source
3.2 New Policy Proposals reviewed/advised on	New Policy Proposals reviewed/advised on	New Policy Proposals reviewed/advised on	New Policy Proposals reviewed/advised on	New Policy Proposals reviewed/advised on	ACE tracker
3.3 Post Implementation Reviews reviewed/advised on	Reviews advised on and certified	Reviews advised on and certified	Reviews advised on and certified	Reviews advised on and certified	ACE tracker

OUTCOME 4.1: Increased capability across the APS to design, procure and deliver high-quality, ethical and culturally appropriate evaluation

Outputs	Target 2023-24	Target 2024-25	Target 2025-26	Target 2026-27	Data source
4.1 Evaluation online training courses developed for APSLearn	3 evaluation training courses developed for APSLearn	3 evaluation training courses developed for APSLearn	6 evaluation training courses maintained for APSLearn	6 evaluation training courses maintained for APSLearn	ACE Tracker

OUTCOME 4.1: Increased capability across the APS to design, procure and deliver high-quality, ethical and culturally appropriate evaluation

Outputs	Target 2023-24	Target 2024-25	Target 2025-26	Target 2026-27	Data source
4.2 Foundational and specialised evaluation training delivered to selected Australian Public Sector audiences	5 evaluation training sessions delivered	10 evaluation training sessions delivered	14 evaluation training sessions delivered	14 evaluation training sessions delivered	ACE Tracker
4.3 Evaluation Profession established	Evaluation Profession Head agreed	Evaluation Profession established with at least five hundred members	Membership grows by 20%	Membership grows by 20%	ACE Tracker
4.4 Evaluation toolkit reviewed and updated	Evaluation Toolkit reviewed (internal review) and updated	Evaluation Toolkit reviewed (external and internal review) and updated	Evaluation Toolkit reviewed (internal review) and updated	Evaluation Toolkit reviewed (internal review) and updated	ACE Tracker
4.5 Good practice guides developed for the Evaluation Toolkit	Good practice guide priorities established	Good practice guide priorities published	Good practice guide published	Good practice guides reviewed and refreshed	ACE Tracker