



Commonwealth Evaluation Maturity Model – a brief for senior leaders

Purpose

The Commonwealth Evaluation Maturity Model (the Maturity Model) is a tool to assist Commonwealth agencies (or organisational units within those agencies) to assess and strengthen evaluation capability.

The Maturity Model is not a mandatory requirement for agencies. Use of the model is intended to:

- Strengthen the leadership and culture of evaluation
- Strengthen evaluation skills and use by encouraging routine use of evaluation evidence to inform policy decisions.

The Maturity Model is designed to uphold the APS value of *Stewardship* and to support the [APS Reform initiative](#) of embedding a culture of evaluation to improve the capability of the APS.

It is complemented by the [Commonwealth Evaluation Policy](#), the [Evaluation Profession](#), the [Australian Centre for Evaluation \(ACE\) Library](#), and the report on [State of Evaluation in the Australian Government](#).

Benefits for your agency

Use of the Maturity Model can deliver benefits for Commonwealth agencies, including:

- Insight into the evaluation maturity of the agency (or organisational units), including identifying where agencies perform well, and further improvement is recommended
- Identifying practical ways for senior leadership to embed evaluation culture, thinking and activities across the agency
- Understanding how the use of evaluation evidence can be integrated into policy design, program management, risk, governance and other business-as-usual activities
- Identifying areas in which evaluation capability should be uplifted within the workforce, including in technical and data skills, ethics and culturally safe practices
- Increasing the availability of evaluation evidence for decision making.

A brief overview of the Maturity Model

The Maturity Model is designed to adapt to different organisational contexts. The ACE recommends the Maturity Model assessment and action planning process is conducted by:

- agency-level evaluation units (or equivalent units for groups, divisions or branches, if they exist); or
- coordination areas that have evaluation expertise or knowledge with agency-wide responsibilities (for agencies without evaluation units).

Senior leadership support is strongly encouraged, as this provides the authorising environment for using the Maturity Model, including gathering data and implementing an action plan.

Based on the Maturity Model pilot undertaken by several agencies in early 2025, the process could take between 1-4 months depending on how many teams are involved in the assessment. **Table 1** outlines three different approaches to the assessment and action plan, which can be adapted to meet your agency's requirements.

Table 1: Options to undertake the Maturity Model assessment

Option one (low resourcing)	Option two (moderate resourcing)	Option three (higher resourcing)
Evaluation unit/coordination team undertakes the maturity model assessment and action plan solo.	Evaluation unit/coordination team invites up to 3-4 divisions or teams to undertake the assessment and action plan together.	Evaluation unit/coordination team invites at least 5 divisions or teams to undertake the assessment within their division.

How assessment results will be used

The results produced by the Maturity Model are owned by the agency (or organisational units) that is undertaking the assessment. As it is designed to support cycles of continuous improvement, the results are not intended as a benchmark for comparison with other agencies.

It is up to the agency to determine how they would like to use the results and who they share the results with. Options could include sharing the results with:

- Senior leadership
- Program, policy or service areas across the agency
- Other agencies or evaluation units
- The Australian Centre for Evaluation (ACE)

If maturity results or action plans are shared with the ACE, these will not be shared further without prior permission.

If you have any questions about how to undertake the Commonwealth Evaluation Maturity Model, please contact the Australian Centre for Evaluation (ACE) at evaluation@treasury.gov.au.