Evaluation Workbooks – Templates

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# Workbook I. Table 2

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **Initiative:** | | | | | | | |
| **Objective(s):** | | | | | | | |
| **State Outcome(s):** | | | | | | | |
| **Theory-of-change:** | | | | | | | |
| Objectives | Input 1 | Activity 1 | Output 1 | Short term outcome 1 | Medium term outcome 1 | Long term outcome 1 | Benefit 1 |
| Input 2 | Activity 1 | Output 2 | Short term outcome 2 | Medium term outcome 2 | Long term outcome 2 |
| Input 3 | Activity 3 | Output 3 | Short term outcome | Benefit 2 |
| Input 4 |  | Medium term outcome 3 |  | Disbenefit 1 |

# Workbook II. Table 2

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| **Initiative:** | | | | | | | |
| **Objective(s):** | | | | | | | |
| **State Outcome(s):** | | | | | | | |
| **Logic** | **Inputs** | **Activities** | **Outputs** | **Intended Outcomes** | | | **Benefits**  **(& Dis-benefits)** |
| **Initial** | **Intermediate** | **Longer term** |
| **Timeframe**: expected timing of implementation and impacts | *For example, 6 months* | *For example, 6 months* | *For example, one year* | *For example, two years* | *For example, two-three years* | *For example, more than four years* | *For example, over a twenty-year period* |
| **Evaluation purpose** | *For example, to examine if the initiative is being implemented as intended, and to identify opportunities for improvement.* | | | *For example, to examine if the initiative is leading to the intended shorter-term changes that will support longer term objectives.* | | *For example, to examine if the initiative led to intended changes.* | *For example, to examine if the investment provided a net benefit to the NSW community.* |
| **Key evaluation questions**: questions to address the evaluation purpose and provide information to meet the needs of decision-makers and key stakeholders. | *Process evaluation questions, for example:*   * *Has the initiative been implemented as intended?* * *Is the initiative reaching the target populations?* * *What is known regarding the quantity and quality of initiative outputs?* | | | *Outcome evaluation questions, for example:*   * *What are the actual changes (outcomes) being delivered by the initiative?* * *What is the distribution of outcomes among different groups?* * *Under what conditions is the initiative most effective?* | | | *Ex-post cost-benefit analysis questions, for example:*   * *What are the range of benefits attributable to the initiative (including future benefits)?* * *What is the distribution of benefits across groups of the NSW community?* * *What is the initiative’s net social benefit?* * *Did the initiative provide value for money?* |
| **Monitoring**:   * *implementation* * *impacts* * *other* | *The financial, human, material, technological and information resources used to implement and deliver the initiative.* | *Actions and processes which transform inputs into outputs.* | *Products, services, and infrastructure that result from the initiative activities.* | *Short-term changes attributable to the initiative outputs.* | *Medium-term changes attributable to the initiative outputs or short-term outcomes.* | *Long-term changes, attributable to the initiative outputs and short or medium-term outcomes.* | *The increases in welfare associated with an initiative’s outcomes (including economic, social, environmental, or cultural outcomes).* |

# Workbook II. Table 3

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| **Initiative** | **Evaluation type** | **Key questions** | **Design / methods** | **Schedule for evaluation** | **Activities and inputs required** | **Resources required** | **Owner** |
| Initiative description | *Process evaluation* | *For example:*   * Has the initiative been implemented as intended? * Is the initiative reaching the target populations? * What is known regarding the quantity and quality of initiative outputs? | *For example:*   * Collect administrative quantitative data * Undertake qualitative research | *For example:*   * Once implementation is established. * 6 months | *For example:*   * Analyse data * Survey staff * Survey customers | *For example:*   * Number of FTEs * Costs ($) related to activities and inputs | *For example:*   * Job title |
| *Outcome evaluation* | *For example:*   * What are the actual changes (outcomes) being delivered by the initiative? * Have targeted groups been reached? * Under what conditions is the initiative most effective? | *For example:*   * Experimental evaluation design * Case-study | *For example:*   * When outcomes are due * 2-4 years | *For example:*   * Establish treatment and control groups * Establish case study research * Data analysis * Ethics review | *For example:*   * Number of FTEs * Costs ($) related to activities and inputs | *For example:*   * Job title |
| *Economic evaluation* | *For example:*   * What are the range of benefits attributable to the initiative (including future benefits)? * What are the net social benefits of the initiative? * What is the distribution of benefits among different groups of the NSW community? * Did the initiative provide value for money? | *For example:*   * Cost-benefit analysis, including valuation survey * Cost effectiveness analysis | *For example:*   * When benefits commenced * 4 years | *For example:*   * Review literature * Organise stakeholder workshops * Analyse data * Peer review | *For example:*   * Number of FTEs * Costs ($) related to activities and inputs | *For example:*   * Job title |

# Workbook II. Table 4

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| **Category** | | **Measures / Indicators** | | | | | | **Data collection** | | | **Reporting** | | **Improvement** | | |
| Type | Owner | Indicator Title | Precise definition | Unit of measure | Baseline | Target | Actual | Data Source | Collection timeframes | Indicator construction | Audience | Reporting timeframes | Status commentary | Actions taken |
| Inputs/ Costs | Responsible for oversight of data collection and reporting | Name of the measure/ indicator that will track progress | Terms and elements (to ensure consistent interpretation) | For example:   * number of hours * percent of household | Starting figure | Expected result\* | Current | For example:   * document review * surveys * interviews | Every x weeks/months  Between [day/month/year] and [day/month/year] | For indicators:  method for the construction or calculation of the indicator | For whom the information is targeted | How often the data will be reported?  Is reporting aligned with initiative's milestones? | Comments regarding the latest review including reasons for the variance and actions taken | Proposed actions to reduce difference between Actual and Target |
| Activities |
| Outputs |
| Outcomes |
| Benefits |
| Other (for example,  assumption,  risks) |

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| \*Considerations when using Targets: Targets must be achievable in a specific time, but challenging, and measurable. Targets should be set according to the type of indicator. To determine the target measure, a baseline measurement needs to be taken (a baseline is the ‘as-is’ or ‘before’ state from which change will be monitored).  Ensure that targets meet the requirements of the agency and established standards for the subject area. An established criterion is to ensure that targets are SMART:   * Specific—targets are clear, well-defined, unambiguous and focused. * Measurable—targets can be measured and can demonstrate achievement. * Achievable / Attainable—targets can realistically be reached. * Relevant—targets relate to the objective of the initiative. * Timely / Time-bound—targets are achievable within a reasonable time-frame. |

# Workbook II. Table 5

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| **Category** | | | **Measures / Indicators** | | | | | | | | | | | | | | | | | |
| Type | Description | Owner | Measure/Indicator Title | Precise definition | Rationale for the indicator | Identifiers | Unit of measure | Type | | Baseline | Baseline Date | | Target | Target date | | Actual | | Actual Date | Variance *\* (table continues below*) |
| Inputs/Costs | Name of the input/activity/ output/ outcome/benefit  For example:   * name of specific outcome | Responsible for oversight of data collection and reporting | Name of the measure/indicator that will track progress | Terms and elements of the measure/ indicator (to ensure consistent interpretation) | Why the measure /indicator was selected?  Which evaluation questions it will respond to? | For example:   * age * location * ethnicity * gender * dob * name | For example:   * number of hours * percent of households | Qualitative and or  Quantitative | | Starting figure | Month/year that will serve as baseline | | Expected result | Month/year the expected result is to be achieved | | Current performance | | Month/year of the current performance | Difference between Actual and Target |
| Activities |
| Outputs |
| Outcomes |
| Benefits |
| Other (for example assumptions, risks) |
|  |  | | | | | | | |  | | | | | | | |  | | |
| **TABLE continued.** | **Data collection** | | | | | | | | **Reporting** | | | | | | | | **Improvement** | | |
| Data Source  *\*(table continued)* | Collection timeframes | Data construction  (for indicators) | Resourcing requirement | | Data limitations | Changes to indicator | | Audience | Reporting format | | Resourcing requirement | | | Reporting timeframes | | Status commentary | | Actions taken |
| Examples:   * document review * surveys * interviews | Every x weeks/months  Between [day/month/year] and [day/month/year] | Method for the construction or calculation of the indicator | Resources needed to undertake the data collection | | Major data limitations (including data completeness) and plans how to address limitations | Examples:   * any changes made to collection of an external source indicator (such as ABS), including changes to Definition, Reporting frequency, Data collection method, Data construction or Indicator name (that may affect comparability) | | For whom the information is targeted | Examples:   * dashboard * reports * memos * conferences | | Resources needed to prepare the report | | | How often the data will be reported?  Alignment to initiative's milestones? | | Comments regarding the latest review including reasons for the variance and actions taken | | Proposed actions to reduce variance |

# Workbook III. Table 1

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| **Categories** | **Considerations** | **Questions to ask** |
| Establish the context for the evaluation | Reason for the evaluation | * *Why is the evaluation being undertaken (at this stage of the initiative)?* * *What decisions will the evaluation inform?* |
| History of the evaluation | * *When was the initiative last evaluated?* * *What activities were reviewed?* * *What type of evaluation was undertaken, and what evaluation methods were used?* * *Which stakeholders were engaged?* * *What were the key findings and recommendations?* * *Are there changes to the initiative since the last evaluation?* |
| What is known | * *What monitoring data is available?* * *What is learned from literature review?* |
| Evaluation stakeholders | * *Who will receive and use the evaluation?* * *Who will have an interest in the evaluation conduct and findings?* |
| Design the evaluation | Determine evaluation purpose and scope | * *What is the purpose of the evaluation?* * *Why does the evaluation matter?* * *To whom do the findings matter and why?* * *How and when will the findings be used?* |
| Finalise the key evaluation questions | * *What are the key questions that the evaluation will address?* * *What were the initial key questions drafted under the Monitoring and Evaluation Framework?* * *What additional concerns may need to be addressed?* |
| Select evaluation design and methods | * *What evaluation designs and methods can be used to address the evaluation purpose and key questions?* |

# Workbook IV. Table 2

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| **Plan** | **Example activities** | **Potential costs** |
| **Internal resourcing** | * *Assign roles and responsibilities* * *Implement staff training and capacity building as required* | * *Staff time (FTEs)* * *Training sessions* |
| **Data** | * *Contact data custodians (as needed)* * *Plan for:* * *data collection, including confidentiality arrangements* * *data purchase* * *data linkage* * *data management (e.g. data entry, cleaning and coding, data storage, data deletion)* * *data analysis* | * *Data purchase* * *Data management and analysis costs, including procurement of external expertise or supplies and equipment (for example, software, computers and cloud storage)* * *Fees for the safe disposal of confidential documents* |
| **Managing relationships** | ***Governance***   * *Identify key decision-makers* * *Establish a steering committee* * *Clarify roles, responsibilities and approval processes* | * *Venues and catering* * *Travel* * *Participant remuneration* * *Supplies and equipment* * *Communications tools (e.g. internet access, telephone, postage, etc.)* * *Copying and printing of surveys or other documents* * *Contingency costs* |
| ***Stakeholder collaboration***   * *Identify key stakeholders and representative groups* * *Establish an advisory group or collaborative processes* |
| ***Implement evaluation***   * *Determine methods for engagement (e.g. focus groups, interviews, site visits, and surveys)* * *Involve translators and cultural and community consultants/leaders* |
| **Ethical conduct** | * *Allocate time and resources for ethics applications* | * *Fees for ethics review* |
| **Peer review** | * *Plan for internal or external peer review at key stages of the evaluation.* | * *Fees for peer review* |
| **Reporting**  *(*[*Workbook VI. Evaluation plan: Report and use evaluation findings*](https://www.treasury.nsw.gov.au/sites/default/files/2023-02/202302-evaluation-workbook-vi-evaluation-plan_report-and-use-evaluation-findings.pdf)*)* | * *Determine mechanisms to provide feedback and report findings (for example, workshop presentations)* * *Identify timeframes and methods for the publication of results* * *Plan for stakeholder workshops* | * *Printing of reports or other documents* * *Website development* * *Stakeholder workshops, including travel and accommodation* |

# Workbook VI. Table 1

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| **Evaluation reporting plan** | | | | |
| Type of evaluation | Audiences | Information requirements | Reporting format | Timeframes |
| *For example:*   * *Process evaluation* * *Outcome evaluation* | *For example:*   * *Initiative manager* * *Initiative delivery team* | *For example:*   * *Detailed findings, to inform initiative management and improvements in delivery* | *For example:*   * *Dashboard status updates* * *Data analysis - summary* * *Full evaluation report* | *For example:*   * *Quarterly reporting of status updates* * *Data analysis shared when completed (e.g. in 3 months)* * *Draft and final evaluation reports shared when completed (e.g. in 4 and 6 months)* |
| *For example:*   * *Executive leadership* | *For example:*   * *High-level findings to influence decision making* | *For example:*   * *Executive summary (of evaluation report)* * *PowerPoint presentation* | *For example:*   * *Shared when final evaluation report complete (e.g. in 6 months)* |
| *For example:*   * *Customer/client groups* | *For example:*   * *Information on how their input has shaped findings* * *Evaluation findings, excluding confidential information* * *Next steps by the agency* | *For example:*   * *Stakeholder feedback presentation* * *Summary evaluation report, shared with relevant contacts* | *For example:*   * *Presentation (4 months)* * *Final summary report shared when complete (e.g. in 6 months)* |
| *For example:*   * *Public audience* * *Media* | *For example:*   * *High-level findings, excluding confidential information* | *For example:*   * *Summary evaluation report, published on website* | *For example:*   * *Final summary report shared when complete (e.g. in 6 months)* |
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# Workbook VI. Table 2

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| **Initiative:** | | | | | | |
| **Objective:** | | | | | | |
| **Date of evaluation:** | | | | | | |
| Recommendation | Agency Comment | Agency Response | Action owner | Action date(s) | KPIs | Implementation status |
| *For example:*   * Implement new process * Adjust delivery timeframes | *For example:*   * Support recommendation * Do not support recommendation | *For example:*   * Action to be taken * Action not needed | *For example:*   * Agency | For example:   * Changes to be completed by [date] | *For example:*   * Indicators to monitor progress | *For example:*   * Not commenced * In progress * Implemented |
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