

---

# Evaluation Workbook VII.

## Example evaluation report template

### Key points

The following is an example evaluation report structure. Note, not all evaluation reports would need each section listed below. Focus the report on *Section 5. Evaluation deliverables*, with content defined by the design of the evaluation and the information produced.

- **Executive summary** (one to three pages, designed as a standalone summary)
  - Brief initiative description
  - Evaluation purpose
  - Evaluation design and methods (including limitations)
  - Key evaluation findings
  - Key recommendations
- **Background**
  - Reason for the initiative
  - The counterfactual
  - Initiative characteristics
  - Initiative logic (theory-of-change / logic model)
- **Evaluation context**
  - Reason for the evaluation (at this point in time)
  - History of evaluation
  - What is already 'known' (data and literature review)
  - Evaluation stakeholders
- **Evaluation purpose and scope**
  - Purpose of the evaluation
  - Key evaluation questions
  - Evaluation design and methods (including justification of selected approaches)
- **Evaluation deliverables**
  - **Evaluation results**  
The evidence that the evaluation provides to address the evaluation questions.
  - **Evaluation conclusions**  
For example, assessment of the degree to which the initiative is implemented as intended, appropriate, efficient, effective or providing net benefits and value for money.
  - **Assessment of evaluation methods and evidence**  
The strengths and weakness of evaluation design and methods, and how these have impacted results and the ability of the evaluation to answer the evaluation questions.
  - **Recommendations**  
Suggested responses to evaluation findings (if relevant to the evaluation design).
- **Appendix:** Evaluation workplan information
- **Separate report:** Agency response (where appropriate)
- **Separate report:** Business Case variation report and lessons learned report (where relevant).

---

## 1. Executive summary

- What is the initiative?
- What was the purpose of the evaluation?
- What design and methods were used for the evaluation? What limitations should be considered in understanding the findings?
- What are the key evaluation findings?
- What are the key recommendations?

---

## 2. Background

### Reason for the initiative

#### Reason for government intervention

- What is the reason for government intervention (for example, addressing market failure, promoting equity)?

#### Objective of the initiative

- What is the objective of the initiative? What is the problem or opportunity being addressed (case for change)?
- If there are sub-objectives, what are these?
- Which State Outcome(s) are the objectives aligned to?
- If the objective(s) differ from the case for change in the initial business case, why and how are they different?

### The counterfactual

- What is expected would have happened in the absence of the initiative?

### Initiative characteristics

#### Initiative description

- What does the initiative do? What are key activities?
- Who are the initiative stakeholders:
  - Who is intended to benefit from the initiative?
  - Who is impacted by the initiative?

#### Context in which the initiative operates

- What are key social, cultural, economic or environmental forces and trends that define the context in which the initiative operates?
- What other interventions relate to the initiative (for example, interact, complement or duplicate the initiative)?

## Initiative logic

### Theory-of-change

- How and why are the activities of the initiative expected to lead to outcomes and benefits?
- What is the evidence, logic or theory that supports this?
- What are the critical success factors, risks or barriers to achieving causal links? How are these being managed or mitigated?

### Logic model

- What is the overarching objective? What is the alignment to State Outcomes?
- What are the inputs, activities, outputs, outcomes and benefits of the initiative?
- What are the timeframes for implementation?
- What are the timeframes for outcome and benefit realisation?
- What are the measures or indicators for these?

---

## 3. Evaluation context

### Reason for the evaluation

- Why has the evaluation been initiated at this time?

### History of evaluation

- When was the initiative last evaluated or subject to another form of assessment?
- What activities were reviewed?
- What stakeholder engagement was undertaken?
- What were the key findings and recommendations?
- How have the recommendations been addressed?
- Are there any changes to the initiative since the last evaluation?

### What is already 'known' (data and literature review)

- What is known about the initiative's implementation or impacts?
- What is known about similar initiatives implemented in different jurisdictions?
- What lessons have been learned from evaluations of similar initiatives about relevant evaluation questions, evaluation design, data collection, and performance standards?
- What is known about situations where there are similar needs/problems, but without similar interventions?
- What are the wider trends or patterns that may have influenced initiative implementation and impacts?

### Evaluation stakeholders

- Who has an interest in the evaluation conduct and findings?

---

## 4. Evaluation purpose and scope

### Purpose of the evaluation

- What is the purpose of the evaluation?
- What decisions will the evaluation inform?

### Key evaluation questions

- What are the key questions that the evaluation addresses?

### Evaluation design and methods

#### Design

- Which evaluation design(s) were used to address the evaluation questions?
- Why was this design used?

#### Methods

- What data sources and data collection methods were used? What measures and indicators were collected?
- Which and how many stakeholders provided information for the evaluation? How were they selected?
- What data analysis was undertaken (for both quantitative and qualitative data)?

---

## 5. Evaluation deliverables

As defined by the type(s) of evaluation and key evaluation questions.

### Evaluation results

Present evaluation results based on the type(s) of evaluation and the evaluation questions.

### Evaluation conclusions

#### Example conclusions:

- To what degree is the initiative appropriate?
- To what degree is the initiative efficient?
- To what degree is the initiative effective?
- To what degree does the initiative deliver a net social benefit and value for money?

### Assessment of the evaluation methods and evidence

- What are the strengths and weaknesses of the evaluation design(s)?
- How and to what extent has the evaluation design, methods and analysis impacted results?
- To what extent are results credible and useful?
- Which key evaluation questions have, or have not, been effectively answered/addressed?

## Recommendations

- What are the recommendations for the initiative or similar initiatives?
  - When should the initiative next be evaluated or subject to another form of assessment?
  - For pilots, is it appropriate to expand the initiative, or to replicate the initiative in other settings?
- 

## 6. Appendix: Evaluation workplan information

**To include comments, where relevant, on:**

- Governance
  - Stakeholder engagement
  - Ethics considerations
  - Peer review
  - Data collection (for example, detail information of surveys conducted)
  - References
- 

## 7. Separate report: Agency response (where relevant)

**In presenting the evaluation report, the agency may also wish to separately provide comment on:**

- The agency response to evaluation findings
  - The agency response to evaluation recommendations
  - Initiative level actions to be undertaken
  - Next steps, including when the evaluation will next be evaluated.
- 

## 8. Separate report: Business Case variation and lessons learned report (where relevant)

**Where an ex-ante appraisal and CBA were undertaken, the evaluation may include a business case variation report and a lessons-learned report:**

- How do forecasted outcomes and benefits in the business case (including target measures and calculation methods) compare with actual outcomes and benefits?
- What are the reasons for variations?
- What are the lessons learned about benefits management?
- What are the lessons learned about planning and forecasting for future initiatives?