# Monitoring and Evaluation of DRFA Programs

This document has been developed by the National Emergency Management Agency in response to the recommendations from the [ANAO’s Audit of the Administration of the Disaster Recovery Funding A](https://www.anao.gov.au/work/performance-audit/administration-the-disaster-recovery-funding-arrangements)rrangements (DRFA) and the subsequent commitment made at the National Emergency Management Ministers Meeting to improve monitoring and reporting processes under the DRFA. The purpose of this guidance document is to assist state and territory program managers to plan, monitor and execute evaluation activities for DRFA Category C programs, and where possible Category D programs, in line with the [National Monitoring and Evaluation Framework for Disaster Recovery Programs](https://knowledge.aidr.org.au/media/5967/a-monitoring-and-evaluation-framework-for-disaster-recovery-programs-v2.pdf).

**A note for practitioners**

This guidance is of a general nature and is not intended to be prescriptive. As all evaluations are different, some of the advice in this document may be more or less detailed than required. The [Commonwealth evaluation toolkit](https://evaluation.treasury.gov.au/toolkit/when-evaluate) provides guidance on determining the topic, scope and size of evaluations. The toolkit also provides [worked examples of the documents](https://evaluation.treasury.gov.au/toolkit/templates-tools-and-resources) referred to in this guidance, including the theory of change, program logics, evaluation plans, data matrix, and evaluation reports.

## Why we evaluate

To ensure that our disaster recovery funding arrangements are effectively supporting Australian communities to recover from disaster events, we need a systematic approach to assess how, and how well, program outcomes are being achieved.

The DRFA [Guideline 3 - Category C Assessment Framework](https://www.disasterassist.gov.au/Documents/Natural-Disaster-Relief-and-Recovery-Arrangements/drfa-2018-guideline-3-category-c-assessment-framework.pdf) requires that:

*“Where a state requests a community recovery fund, the relevant state must undertake an evaluation of the fund in line with the National Monitoring and Evaluation Framework for Disaster Recovery Programs.”*

By evaluating DRFA programs, we can:

* assess if and how the program outcomes were achieved
* understand what was done well
* identify ways to improve the program next time
* embed considerations around long-term strategic planning and measuring of impact in program design, and
* gain insights that will be useful for other recovery programs – including those not funded through the DRFA.

## Why monitoring is essential

Monitoring programs involves systematically collecting, analysing, and leveraging information at regular intervals to actively oversee performance, amplify positive outcome, and mitigating potential risks. M&E serve as critical tools for assessing whether a project or program is progressing as intended and accomplishing its objectives. By consistently monitoring progress and collecting relevant data, program managers can detect issues early on and make timely adjustments as needed.

**Conduct evaluation**
(including additional data collection)

**Share evaluation**

**Implement**

**Program**

**Routine monitoring and reporting**

*Figure 1: Evaluation process in context*

## Plan the evaluation

Planning for evaluation at the very outset of a new program is integral to effective program management. Doing this ensures:

* we know what success looks like
* we have clarity about how to measure it
* we are strategic in data collection, and
* M&E funding is spent within the agreed allowable time.

**Develop a program logic**

Each program has a ‘theory of change’ which documents how a program is supposed to work, who it will benefit (and in what way) and the conditions required for success. The Commonwealth Evaluation Toolkit includes a template to guide [theory of change](https://evaluation.treasury.gov.au/toolkit/templates-tools-and-resources) development.

A program logic model is a one-page visual representation of a theory of change.It shows the logical flow from the program’s resources and activities to the changes that are expected to result from them over the short, medium and long term.

See **Attachment A** for a template and example program logic for a DRFA Category C program. The Commonwealth Evaluation Toolkit also includes a [program logic template](https://evaluation.treasury.gov.au/toolkit/templates-tools-and-resources).

**Inputs and activities**

*(Funding, staff, in-kind contributions)*

**Outputs**

*(Activities, participation)*

**Short term outcomes**

**Long-term outcomes**

**Medium term outcomes**

*Figure 2: Program logic components*

Chapter 3 of the [National Monitoring and Evaluation Framework for Disaster Recovery Programs](https://knowledge.aidr.org.au/media/5967/a-monitoring-and-evaluation-framework-for-disaster-recovery-programs-v2.pdf) provides useful advice on developing program logics.

**Agree on the focus and scale of your evaluation.**

The focus and scale will help to determine the evaluation expertise needed, the resources required, and the appropriate time period within which the evaluation can be concluded.

The [National Monitoring and Evaluation Framework for Disaster Recovery Programs](https://knowledge.aidr.org.au/media/5967/a-monitoring-and-evaluation-framework-for-disaster-recovery-programs-v2.pdf) outlines some factors to consider when determining focus and scale of an evaluation, including:

* Audience for the evaluation – the evaluation should consider who the key stakeholders of the evaluation are, and their needs
* Focus of the evaluation - while all evaluations should be guided by the outcomes that the program intends to achieve, some may also focus on the process by which these outcomes are achieved.
* Timing of the evaluation - recovery times vary depending on the type and scale of the disaster event, and evaluation timing will have to correspond to this. Likewise, where programs are smaller in nature or occur over a shorter timeframe, a more focused and internally conducted review may be more appropriate. It is important to note that the program’s close out and any final evaluation or reporting must be done within the Allowable Time Limit (ATL).
* Data availability – It is important to consider what information can be collected along the way and what additional data can be collected at the end i.e. Will it be practical and ethical to interview participants?

External factors can also influence the evaluation focus and scale. This could include access to resources and budget, commitments already made about the program or evaluation (such as whether recommendations are required), the strategic goals of your organisation, access to the program participation group, and if it will be necessary to conduct a procurement process to engage external expertise.

**Develop key evaluation questions**

Key evaluation questions are the high-level questions that you would like the evaluation to answer. They should be developed based on the outcomes in the program logic, taking into consideration the size and scope of the program and the resources available for the evaluation.

Chapter 5.2 of the [National Monitoring and Evaluation Framework for Disaster Recovery Programs](https://knowledge.aidr.org.au/media/5967/a-monitoring-and-evaluation-framework-for-disaster-recovery-programs-v2.pdf) suggests key evaluation questions for recovery programs and lists examples for each.

When developing key evaluation questions, it can be useful to review previous evaluations of similar programs.

If the same program has been evaluated in the past, consider repeating some or all of the questions to measure a change in the effect of the program over time.

The questions should also demonstrate performance against the Disaster Recovery Funding Arrangements’ principles as listed in chapter 3.1 of the [Disaster Recovery Funding Arrangements 2018](https://www.disasterassist.gov.au/Documents/Natural-Disaster-Relief-and-Recovery-Arrangements/disaster-recovery-funding-arrangements-2018.pdf)

Key evaluation questions should be reviewed by any governing bodies – steering committees, reference groups, executive groups of your organisation – which have a vested interest in the evaluation.

Create a data matrix

The data matrix charts what information needs to be collected and by who, over the course of a program, to enable monitoring and evaluation-related activities. This kind of document can also be known as a monitoring plan, measurement framework, performance framework, or LogFrame.

**Determine the indicators** for each of the outcomes in your program logic and identify key evaluation questions considering whether the evaluation is looking at program processes, governance or administration.

Indicators are markers of how we measure change. Indicators should be specific, observable and measurable. Resources to help identify indicators include:

* chapter 4 of the [National Monitoring and Evaluation Framework for Disaster Recovery Programs](https://knowledge.aidr.org.au/media/5967/a-monitoring-and-evaluation-framework-for-disaster-recovery-programs-v2.pdf)
* the Australian Institute for Disaster Resilience advice on [outcomes, activities and indicators for recovery programs.](https://knowledge.aidr.org.au/media/9844/outcomes-activities-and-indicators-for-recovery-programs.pdf)

Identify the data sources that will be used to measure each indicator, and who will be responsible for collecting and securing them. To minimise administrative burden on program beneficiaries, we recommend utilising existing data sources before considering new data collection.

Map the indicators and data sources against your key evaluation questions into a data matrix table. A template and example can be found at **Attachment B.** The Commonwealth evaluation toolkit also provides a [data matrix template.](https://evaluation.treasury.gov.au/toolkit/templates-tools-and-resources)


## Conduct the evaluation

Regular reporting documents for DRFA programs – both within the state/territory and to the Commonwealth – are a useful source of data to measure indicators.

To reduce the reporting burden, we recommend utilising existing reporting pathways as much as possible before collecting new data.

**Collect data** **based on the data matrix**

* During the program delivery, collate regular reporting data.
* Collate other existing data sources, such as program documents or other relevant data sets.
* Create and execute a plan to collect new data, such as interviews and surveys. If new data collection involves engaging with program participants, consider how you will recruit participants and if approval is required from a Human Research Ethics Committee.

We recommend reviewing the [Australian Evaluation Society Guidelines for the Ethical Conduct of Evaluations](https://www.aes.asn.au/images/AES_Guidelines_web_v2.pdf) when designing an evaluation plan

 **Analyse, summarise and explain the data as it relates to each indicator in the data matrix, and subsequently the key evaluation questions.**

Many evaluations use a mixed-methods approach which combines qualitative and quantitative data, and triangulates findings across multiple data sources. Quantitative data can be analysed using descriptive statistics.

Where appropriate, use graphs, tables and charts to visualise data. Aim to make trends, patterns and findings easy to understand and interpret.

Describe the results of your data analysis in an evaluation report which clearly identifies findings and recommendations. Chapter 7.1 of the [National Monitoring and Evaluation Framework for Disaster Recovery Programs](https://knowledge.aidr.org.au/media/5967/a-monitoring-and-evaluation-framework-for-disaster-recovery-programs-v2.pdf), states that an evaluation report should include:

* a clear answer to each of the Key Evaluation Questions
* a discussion of the limitations of the evaluation such as any possible sources of bias
* alternative explanations for the results, including the extent to which factors external to the recovery process may have had an impact on recovery outcomes
* a discussion of the extent to which the evaluation looked for both positive and negative unintended consequences
* a discussion of how the results compare with those of similar recovery programs
* a discussion of the extent to which the different data collection methods lead to similar results and a discussion of any differences.

[Examples of evaluation reports](https://evaluation.treasury.gov.au/toolkit/templates-tools-and-resources) from across the Commonwealth are available in the Commonwealth Evaluation Toolkit resources.

The evaluation report may include recommendations about how the program can be improved, how the risks of the program can be reduced, or if the program should continue. Recommendations should be action-oriented and feasible. They should be brief, and arranged in order of importance.

## Share the evaluation findings

Evaluation findings should always be shared to facilitate continuous improvement in recovery programs, and to supply a benefit for those who have participated in the evaluation.

A written evaluation report on its own does not ensure that future practice will change, or that evaluation participants will benefit. It is important that evaluation reports are accessible to all who might need them, and the findings are widely disseminated.

Chapter 7.2 of the [National Monitoring and Evaluation Framework for Disaster Recovery Programs](https://knowledge.aidr.org.au/media/5967/a-monitoring-and-evaluation-framework-for-disaster-recovery-programs-v2.pdf) advises that an evaluation report should be ”repackaged” to extract the relevant information and present it appropriately for the intended audience. Examples include:

* a summary newsletter to the community or a report in the local media
* an ‘advice to practitioners summary sheet’ that clearly explains the main aspects of the evaluation that should guide future practice
* for findings that require major changes to future practice, a ‘critical reflection workshop’ among relevant decision-makers
* presentations to appropriate committees or groups involved in high-level recovery planning.

We recommend that evaluation reports and subsequent products are actively promoted to decision makers and practitioners, and always made available to the public.

**All DRFA evaluation reports should be submitted to NEMA via email to** **recovery@nema.gov.au**

**Reports should also be uploaded to the Australian Institute of Disaster Resilience’s knowledge database.**

1. **Go to** <https://knowledge.aidr.org.au/resources/national-recovery-monitoring-and-evaluation/>
2. **Instructions on how to contribute a resource to the database is located at the bottom of the page.**
3. **Complete the form (ensuring you select ‘yes’ to ‘National Recovery Monitoring & Evaluation Database’), upload the report and any other relevant information and select ‘submit’.**

This guidance was developed by the NEMA Monitoring and Evaluation team. If you have questions or need further guidance, you can contact us via our group mailbox:

**me@nema.gov.au**

ATTACHMENT A: PROGRAM LOGIC TEMPLATE AND EXAMPLE

**Program Logic EXAMPLE: Special Disaster Assistance – Primary Producer grants**

*<<<<<<<<<<< Your planned work >>>>>>>>>>>*

 The timeframes for short, medium and long term outcomes are **suggested** only – these should be adjusted based on the objective of the program.

 **OUTCOMES** *– The difference we make*

**SHORT TERM MEDIUM TERM LONG TERM**

(0-1 years]) (1-2 years) (3+ years)

Primary producers utilise funding to offset costs of reinstatement and clean up

Primary producers receive grant funding

**PARTICIPANT ACTIVITIES/OUTPUTS***What the participant does*

**Commonwealth**

Administer funds on behalf of the Commonwealth

Work with the States to determine eligibility criteria for funding

**States**

Manage applications for funding

Disburse funding to primary producers

Monitor and report on project progress

Primary producers incur a smaller financial loss due to pause in operations than they otherwise would

Primary production businesses continue to operate and are sustainable.

Primary producers are able to resume production more quickly than they otherwise would

**Assumptions** *(assumptions made as part of the theory of change)****:***

* Grant recipients will utilise funding in line with the grant conditions
* Grant recipients will utilise funding with an aim to resume operations
* There will continue to be a viable market for goods produced by the grant recipients

Primary production enterprises

**INPUTS***What we invest*

**PARTICIPATION***Who we reach*

$2 million (50:50 State/Commonwealth)

1 ASL (state program manager)

 *<<<<<<<<<<< Your intended results >>>>>>>>>>>*

**GOVERNMENT ACTIVITIES/ OUTPUTS***What we do*

The program aims to support the immediate recovery needs of primary producers impacted by declared natural disasters, so that they can resume production as soon as possible after the disaster.

**OBJECTIVE:** *What is the program aiming to achieve?*

* Local primary producers have suffered direct damage as a result of recent disasters
* Primary production is an essential industry in the local area and it is important for general disaster recovery for their continued operation
* Government intervention is required to assist with clean-up and reinstatement costs as agricultural insurance can be difficult to access and expensive to maintain. Without intervention, recovery times would be extended and, in some cases, primary production enterprises would not be able to resume operations.

**SITUATION:** *What is the need for the program?*

**Program Logic TEMPLATE: [insert program name]**

What is the need for the program? Include:

* Context
* Any salient facts about establishment of program (eg. Ministerial announcement, Royal Commission finding), if relevant
* The phrase ‘Government intervention is required to…’ and identify *why* the government is involved in this activity (market failure, social failure, system overwhelm, etc.)
* Include 4-5 sentences

**SITUATION:** *What is the need for the program?*

$[XXm] funding over Y years

[x] ASL

Up to [xx%] in-kind (if relevant)

[insert primary beneficiary ]

[insert secondary/other beneficiaries if applicable]

What is the program trying to achieve? What change do you expect to see once the program is complete?

* This can often be adapted from the objectives stated in the program guidelines
* Include 2-3 dot points

**OBJECTIVE:** *What is the program aiming to achieve?*

*<<<<<<<<<<< Your intended results >>>>>>>>>>>*

*<<<<<<<<<<<< Your planned work >>>>>>>>>>>*

**GOVERNMENT ACTIVITIES/ OUTPUTS***What we do*

**INPUTS***What we invest*

**PARTICIPANT ACTIVITIES/OUTPUTS***What the participant does*

**PARTICIPATION***Who we reach*

 **OUTCOMES** *– The difference we make*

**SHORT TERM MEDIUM TERM LONG TERM**

([x years]) ([x years]) ([x+ years])

[Where possible, they should align to agency performance measures]

[Each outcome should highlight a change that is expected, and use active, not passive language]

[insert what activities the recipients undertake]

**State/Territory Government**

[DELETE IF NOT APPLICABLE]

[What should happen as a result of participants’ activities/outputs?]

[Some of the long-term outcomes should align to overarching program goals/objectives]

[Language should be consistent with key documents, such as guidelines, NPP, other]

[Outcomes should be phrased as a vector – i.e. indicate magnitude and direction]

[insert activities by secondary/other beneficiaries, if applicable]

**Local Government**

[DELETE IF NOT APPLICABLE]

[For example, increase/decrease in Y]

[Use the arrows to link other outcomes. Keep them clean and clear]

[In some cases, outcomes may stretch over more than one time period, e.g. from short to medium term]

**Assumptions** *(assumptions made as part of the theory of change)****:***

* [e.g. beliefs about how or why the program will work, who the stakeholders and participants are]

ATTACHMENT B: DATA MATRIX TEMPLATE AND EXAMPLE

**Data Matrix** **EXAMPLE: Primary Producer Grants**

Pre-existing data sources should be collated and analysed at the time of the evaluation

Data sources such as consultations and surveys will be collected at the time of the evaluation

Reporting data may only be collected if specified in program specific reporting and assurance frameworks, or at the request of NEMA – please ensure frameworks align with the data needs outlined below.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Monitoring/ Evaluation question |  | Indicator/measure |  | Source | Responsibility to collect |
| **Need and design: How well did the program design reflect the needs it was intended to meet?** |
| What needs was the program designed to address? |  | Original program rationale/application for assistanceProgram purpose and objectiveRecovery domainDisaster typeIntended beneficiaries | Category C assistance request form Ministerial announcementConsultation with internal stakeholders | Program Team |
| Project description Primary domainSecondary domain Disaster typeEligible program applicantsProgram beneficiaries | Reporting data |
| How well did the program design reflect the needs identified? |  | Program beneficiariesImpact on beneficiaries | Program documentation Impact informationConsultation with internal stakeholdersParticipant feedback | Evaluator |
| Have those needs changed since the introduction of the program? |  | Program beneficiariesImpact on beneficiaries since the introduction of the program (i.e. additional disaster declarations) | Program documentationConsultation with internal stakeholdersParticipant feedbackDisaster informationImpact information |  | Program Team |
|  Did the program design reflect the [DRFA Basic Principles for Assistance](https://www.disasterassist.gov.au/Documents/Natural-Disaster-Relief-and-Recovery-Arrangements/disaster-recovery-funding-arrangements-2018.pdf)? |  | n.a | Program documentationConsultation with internal stakeholders |  | Evaluator |
| **Efficiency: How well was the intervention administered and delivered?** |
|  What has the program delivered? How did that align with the program’s objectives? |  | Number, value of grants applied for/ approved | Reporting data | Program teamData team |
| How well did the program reach and engage with the intended participants? |  | Number and mix of applicants (successful and unsuccessful)Awareness of program among target communities (website hits, queries) | Communications strategyApplicant feedbackConsultation with program/project beneficiariesConsultation with internal stakeholdersProgram documents (eg guidelines, policy papers) | Program teamData teamEvaluator |
| Applications receivedApplications approvedPeople reachedDemand for servicesRecipient feedback | Reporting data |  |
| How efficiently was the program delivered? |  | Simplicity of guidelines and requirementsComplaints/ requests for clarification etc. receivedInteractions with RSOsApplicant satisfaction | Consultation with program/project beneficiariesConsultation with internal stakeholders | Program teamData teamEvaluator |
| Recipient feedback | Reporting data |
|  How well were risks anticipated, mitigated and managed? |  | Number of risksType of risksDescription of risksMitigation strategiesRisk/issue owner | Reporting data | Program teamEvaluator |
| How appropriate and effective were the governance arrangements? |  | Alignment of roles and responsibilities with funding, delivery, reporting, legislative and other obligationsClarity of roles and responsibilitiesAlignment of roles and responsibilities with visibility of relevant stages of the grant processClarity and transparency of decision-makingResponsiveness to identified issues | Program documents (eg guidelines, policy papers)Consultation with internal stakeholders | Program teamEvaluator |
|  How robust were performance assessment mechanisms? |  | Alignment of reporting requirements with program size and importanceComplexity or otherwise of reporting requirementsAccuracy and timeliness of reportingUse of performance data to inform decision-making | Policy and program documentsAdministrative dataReporting data | Program teamEvaluator |
| **Effectiveness: How effective was the program?** |
| To what extent have primary producers been able to resume production more quickly than they would have without the program? |  | Number of recipient businesses to resume production in the short-term |  | Reporting data | Evaluator |
| Recipient feedback Stakeholder feedbackBenefits |  | Reporting data |
| To what extent have primary producers incurred a smaller financial loss due to pause in operations than they otherwise would due to the program? |  | Losses incurred by recipient businesses |  | Reporting data | Evaluator |
| Recipient feedbackStakeholder feedbackBenefitsLong-term benefits |  | Reporting data |  |
| To what extent have primary production businesses continued to operate due to the program? |  | Number of recipient businesses in operation |  | ABN informationReporting data | Evaluator |
| Recipient feedbackBenefitsLong-term benefits |  | Reporting data |
| How have program benefits been distributed? Did any groups benefit more or less than others? Were any participants or groups negatively affected? If so, who and how? |  | Variation in outcomes within and between different participant groupsNature, incidence and distribution of any negative impacts |  | Consultation with program/project beneficiaries | Program teamData teamEvaluator |
| BeneficiariesLocation of access to projectsBenefitsLong-term benefitsAre specific LGAs able to access the programAre specific states and territories able to access the program |  | Reporting data |
| What factors facilitated or limited the achievement of intended outcomes? How could they be leveraged or mitigated? |  | Types and severity of risks  |  | Consultation with program/project beneficiariesConsultations with CPOs or delivery partners Consultations with internal stakeholders  | Evaluator |
| Number of risksRisk statusRisk typeRisk descriptionMitigation strategiesStakeholder feedbackRecipient feedback |  | Reporting data |
| Did the program have any unintended consequences (positive or negative)? What action (if any) was taken to mitigate unintended consequences and how effective was this? |  | N.A. |  | Consultation with program/project beneficiariesConsultations with CPOs or delivery partners Consultations with internal stakeholders  |  | Evaluator |
| Stakeholder feedbackRecipient feedbackBenefitsLong-term benefits |  | Reporting data |
| What would have happened in the absence of the program (counterfactual)? |  | Other programs or interventions with similar objectivesActual or potential cost-shiftingRecipient feedbackBenefitsLong-term benefits |  | Consultation with program/project beneficiariesConsultations with CPOs or delivery partners Consultations with internal stakeholders  | Evaluator |
| To what extent did the program provide value for the investment made? |  | Expenditure to dateEstimated final costTotal funding agreedCommonwealth funding contributionJurisdiction funding contributionRecipient feedbackStakeholder feedbackBenefitsLong-term benefits |  | Reporting data | Program teamEvaluator |

**Data Matrix TEMPLATE**

A set of suggested questions, indicators and sources have been included below**.** Please tailor as required.

* Depending on the scale of the evaluation and type of program, you may need to add or remove evaluation questions, indicators or data sources.
* **Always fully utilise existing documentation, data and reporting sources before including new data collection in the matrix.**

Pre-existing data sources should be collated and analysed at the time of the evaluation

Data sources such as consultations and surveys will be collected at the time of the evaluation

Reporting data may only be collected if specified in program specific reporting and assurance frameworks, or at the request of NEMA – please ensure frameworks align with the data needs outlined below.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Monitoring/ Evaluation question |  | Indicator/measure |  | Source | Responsibility to collect |
| **Need and design: How well did the program design reflect the needs it was intended to meet?** |
| What needs was the program designed to address? |  | Original program rationale/application for assistanceProgram purpose and objectiveRecovery domainDisaster typeIntended beneficiaries | Program documentation (eg guidelines, policy papers)Ministerial announcementsConsultation with internal stakeholders | Program Team |
| Project description Primary domain,Secondary domain Disaster typeEligible program applicantsProgram beneficiaries | Reporting data |
| How well did the program design reflect the needs identified? |  | n.a. | Program documentation (eg guidelines, policy papers)Ministerial announcementsConsultation with internal stakeholders | Evaluator |
|  Have those needs changed since the introduction of the program? |  | n.a. | Program documentationConsultation with internal stakeholdersParticipant feedback |  | Program Team |
|  Did the program design reflect the [DRFA Basic Principles for Assistance](https://www.disasterassist.gov.au/Documents/Natural-Disaster-Relief-and-Recovery-Arrangements/disaster-recovery-funding-arrangements-2018.pdf)? |  | n.a | Program documentationConsultation with internal stakeholders |  | Evaluator |
| **Efficiency: How well was the intervention administered and delivered?** |
|  What has the program delivered? How did that align with the program’s objectives? |  | Number, value, type of grants or services applied for/ approved/ delivered;Mix of projects funded;Mix of beneficiaries | Program documentation (eg guidelines, policy papers)Ministerial announcementsConsultation with internal stakeholders | Program teamData team |
| DomainBeneficiariesProject descriptionLocation of access to projects | Reporting data |
| How well did the program reach and engage with the intended participants? |  | Number and mix of applicants (successful and unsuccessful);Awareness of program among target communities (website hits, queries) | Communications strategyApplicant feedbackConsultation with program/project beneficiariesConsultation with internal stakeholdersProgram documents (eg guidelines, policy papers) | Program teamData teamEvaluator |
| Applications receivedApplications approvedPeople reachedDemand for servicesRecipient feedback | Reporting data |  |
| How efficiently was the program delivered? |  | Timeliness of activitiesSimplicity of guidelines and requirementsComplaints/ requests for clarification etc receivedInteractions with RSOsApplicant satisfactionCost per service (if relevant) | Consultation with program/project beneficiariesConsultation with internal stakeholders | Program teamData teamEvaluator |
| Progress updateDelivery organisation feedbackRecipient feedbackRisk typeSchedule varianceCost variance | Reporting data |
|  How well were risks anticipated, mitigated and managed? |  | Clarity of risk assessment process and risk management arrangements;Responses to identified risk events | Program documents (eg guidelines, policy papers) | Program teamEvaluator |
| Number of risksType of risksDescription of risksMitigation strategiesRisk/issue ownerContractual breaches | Reporting data |
|  How appropriate and effective were the governance arrangements? |  | Alignment of roles and responsibilities with funding, delivery, reporting, legislative and other obligationsClarity of roles and responsibilitiesAlignment of roles and responsibilities with visibility of relevant stages of the grant processClarity and transparency of decision-makingResponsiveness to identified issues | Program documents (eg guidelines, policy papers)Consultation with internal stakeholders | Program teamEvaluator |
|  How robust were performance assessment mechanisms? |  | Alignment of reporting requirements with program size and importanceComplexity or otherwise of reporting requirementsAccuracy and timeliness of reportingUse of performance data to inform decision-making | Policy and program documentsAdministrative dataReporting data | Program teamEvaluator |
| **Effectiveness: How effective was the program?** |
|  To what extent have the intended short-term outcomes been achieved?*Note: please consider the outcomes identified in the program logic and frame questions that will determine if they have been met, e.g., if the outcome is “increase in x”, question should be 'to what extent was there been an increase in x'.*   |  | Contribution to short-term outcomes |  | Community/applicant perceptionsLGA dataADRI ratings | Evaluator |
| Recipient feedback Stakeholder feedbackBenefits |  | Reporting data |
| To what extent have the intended medium-term outcomes been achieved?*Note: please consider the outcomes identified in the program logic and frame questions that will determine if they have been met, e.g., if the outcome is “increase in x”, question should be 'to what extent was there been an increase in x'.*  |  | Contribution to medium-term outcomesEvaluations for some programs will occur before medium or long-term outcomes are realised. It may not be feasible to measure these outcomes directly – consider what indicators could measure progress towards these outcomes, such as achievement of short term outcomes. |  | Community/applicant perceptionsLGA dataADRI ratings | Evaluator |
| Recipient feedbackStakeholder feedbackBenefitsLong-term benefits |  | Reporting data |  |
|  To what extent have the intended long-term outcomes been achieved? *Note: please consider the outcomes identified in the program logic and frame questions that will determine if they have been met, e.g., if the outcome is “increase in x”, question should be 'to what extent was there been an increase in x'.* |  | Contribution to long-term outcomes |  | Consultation with program/project beneficiariesLGA dataADRI ratings | Evaluator |
| Recipient feedbackBenefitsLong-term benefits |  | Reporting data |
| How have program benefits been distributed? Did any groups benefit more or less than others? Were any participants or groups negatively affected? If so, who and how? |  | Variation in outcomes within and between different participant groupsNature, incidence and distribution of any negative impacts |  | Consultation with program/project beneficiaries | Program teamData teamEvaluator |
| BeneficiariesLocation of access to projectsBenefitsLong-term benefitsAre specific LGAs able to access the programAre specific states and territories able to access the program |  | Reporting data |
| What factors facilitated or limited the achievement of intended outcomes? How could they be leveraged or mitigated? |  | Types and severity of risks  |  | Consultation with program/project beneficiariesConsultations with CPOs or delivery partners Consultations with internal stakeholders  | Evaluator |
| Number of risksRisk statusRisk typeRisk descriptionMitigation strategiesStakeholder feedbackRecipient feedback |  | Reporting data |
| Did the program have any unintended consequences (positive or negative)? What action (if any) was taken to mitigate unintended consequences and how effective was this? |  | N.A. |  | Consultation with program/project beneficiariesConsultations with CPOs or delivery partners Consultations with internal stakeholders  |  | Evaluator |
| Stakeholder feedbackRecipient feedbackBenefitsLong-term benefits |  | Reporting data |
| What would have happened in the absence of the program (counterfactual)? |  | Other programs or interventions with similar objectivesActual or potential cost-shiftingRecipient feedbackBenefitsLong-term benefits |  | Consultation with program/project beneficiariesConsultations with CPOs or delivery partners Consultations with internal stakeholders  | Evaluator |
| To what extent did the program provide value for the investment made? |  | Expenditure to dateEstimated final costTotal funding agreedCommonwealth funding contributionJurisdiction funding contributionRecipient feedbackStakeholder feedbackBenefitsLong-term benefits |  | Reporting data | Program teamEvaluator |