ANNEX II

FROM INTERVENTION TO EVALUATION ACTION PLAN

Step by step guide and checklist

Step 1: Alignment of DEI vision and intervention

1.a Clarify the DEI vision or rationale before the intervention

Before zooming in on a DEI intervention, it must be made clear what the organisation would like to achieve in its overall DEI mission, policies and objectives.

- Check whether your organisation currently has a DEI vision. **Is it part of the main vision, or a separate statement?**

- **If the organisation has a clear DEI vision, and an intervention is already selected**, formulate in a short paragraph how the intervention fits within that vision – what does it aim to change and why? Is the connection clear? If not, the evaluation process may be an opportunity to revisit or refine this alignment.

- **If your organisation does not have a formal DEI vision**, **and an intervention is already selected,** reflect on the following questions and write a short statement accordingly:
    - What prompted this intervention? (e.g. feedback, audit findings, leadership initiative)
    - What is the DEI problem or need it is trying to address?
    - Identify whether this aim aligns with any existing strategic documents or policies (e.g. HR strategy, equality plan).
    - *If nothing exists, this statement will serve as a temporary "working vision" for the purpose of evaluation.*

1.b Identify and select the DEI need

If you start this process **before** having identified the DEI need you want to address, ask yourself, and discuss with colleagues:

- What is the specific issue or inequality we want to address?
- Who is affected by it? Who benefits from the status quo?
- Is it a one-off issue or part of a broader pattern?

For help, you can use the Assessment Tool for Diversity, Equity and Inclusion Mainstreaming Capacity in Municipalities https://diginproject.eu/assessment-tool/

If the intervention is already selected in advance, it is important to check its validity:

- Check whether it still aligns with current needs and fits within the organisation's DEI vision.
- Check whether the goals of the intervention align with the DEI needs identified. Identify any gaps between them. Based on that decide whether you need to adapt or change the intervention.

1.c Key design considerations

Once the intervention is selected, reflect on these design aspects to ensure it is set up for success. The following guiding questions are to be answered for each selected intervention:

Alignment with the DEI vision

- How does the intervention contribute to the organisations' DEI vision?
- If there's no formal vision, does it respond to the working rationale identified in Step 1?

Practical feasibility

- What resources are required (budget, time, skills)?
- Is the intervention realistic within the team's capacity?
- Are there external allies (e.g. departments, partners) who can support?

SMART formulation

The SMART method to formulate intervention goals is widely used in monitoring and evaluation processes, and in project management more widely.

Formulate your intervention in a way that it is:

- Specific – What will be accomplished? What actions will you take?
- Measurable – How will you know it happened? What data will measure the goal? How much? How well?
- Achievable – Can you do it with what you have? Do you have the necessary skills and resources?
- Relevant – How does the goal align with broader goals? Does it matter for your DEI aims?
- Time-bound – What is the time frame for accomplishing the goal?

Inclusive workplace environment and support base

- To what extent is there an inclusive workplace environment and support base for such an intervention?
- Are those affected by the intervention involved in shaping it?
- Can you anticipate any resistance, and plan for it?

Step 2: Map the theory of change

How to formulate a Theory of Change

Formulate the theory of change that forms the basis of the intervention, by answering the following questions:

- What is the desired **DEI impact** you want to achieve with the intervention? (longer-term aim).
- What are the desired **outcomes**? (changes in behaviour, relationships, actions, and activities of those involved).
- What are the expected **outputs**? (the tangible products as a result of the activities).
- What are the actual **activities**, as part of the intervention, that will be implemented?

Step 3: Create an Evaluation Action Plan

3.a Define what you want to measure (indicators)

To get started, ask yourself two key questions:

- **What do we want to know?** (monitoring question)
- **How will we know if we've achieved it?** (indicator)

You should formulate indicators for:

- **Outputs** – the direct results of your activities (e.g. number of staff trained)
- **Outcomes** – changes in behaviours, attitudes, or systems (e.g. increased reporting of discrimination)

3.b Choose how to measure (methods and tools)

Once you've defined your indicators, decide **how you will collect the data**. Your method should match the type of information you need.

Consider ethical considerations, such as how to ensure the privacy and anonymity of participants, and how to ensure informed consent when holding interviews, surveys or using HR data.

Here are examples of common data collection options:

- **HR metrics** – Use existing HR data (e.g. diversity in leadership, retention rates)
- **Surveys** – Use pre/post or pulse surveys to track attitudes and experiences
- **Interviews** – Ideal for deeper insights into how people experience the intervention
- **Focus groups** – Great for collective reflection and surfacing group dynamics
- **Observations** – Useful when behaviours can be tracked in real-time (e.g. speaking time in meetings)
- **Experiments** – Compare groups who received the intervention with those who didn't (useful but often resource-heavy)

Choose 1–2 methods you can realistically carry out and focus on getting meaningful data over perfect data.

3.c Assign who will measure (responsibilities) including the timeframe

- **Who** will collect and analyse each type of data?
- **When** the data will be collected (start, during, end of intervention)?
- **Where** the results will be stored and reported?

Tip: Use Annex 1 Evaluation Action Plan Template to complete step 3

Remember! Adjust along the way. An evaluation plan is a living document. If the intervention evolves or unexpected challenges arise, you can adjust your indicators or methods.

What's next? Tips and advice

Use the evaluation action plan as a monitoring document to fill in, reflect on and adjust throughout the implementation of the intervention. Make sure you have collected most data for the indicators by the end of the intervention.

When it ends:

1. Write an evaluation summary or report.
2. Convene a short reflection meeting with key stakeholders.
3. Reflect and ask:
    - What worked?
    - What didn't? Why?
    - What did we learn?
    - What evidence do we have of impact?
    - What should we do differently next time?
    - How did this intervention contribute to cultural change?
    - How can we share our findings with(in) the organisation?

Based on these insights, decide whether to:

- Continue the intervention as is.
- Modify it for better results.
- Scale it up, to reach more stakeholders or include more activities.
- Design a new intervention building on its outcomes.
- Decide how to involve the various stakeholders in sharing the outcomes and in future DEI steps and projects.

Good luck in making your organisation an inclusive, equitable and diverse workplace!