

the  
**SOCIAL  
DECK**

# Our capabilities in Evaluation

The Social Deck | ABN: 94 366 395 064

March 2026

Certified



Corporation



# Who we are

The Social Deck is a for-purpose, independent agency helping organisations reach and engage people to create positive social and environmental change.

We specialise in social research, communications, community engagement and behaviour change. We focus on supporting projects that drive real impact.



## Certified



Corporation

We are a Queensland based small business. **B Corp certified**, we use the power of business to solve social and environmental problems. We are recognised as meeting the highest standards of verified social and environmental performance, public transparency, and legal accountability.



## How to engage us

We are available through a range of Federal and State and Territory panels.

### Commonwealth Government

- Creative and Digital Communication Services (CDC190)
- BuyICT – Digital Marketplace 2
- Plain English Training and Related Services

*New Commonwealth procurement rules mean The Social Deck can be **procured directly for projects up to \$125,000 inc GST.***

### ACT Government

- Creative and Digital Communication Services (CDC190)

### Queensland Government

- Professional Services Panel
- Market and Social Research Panel

### Victorian Government

- Victorian Digital Marketplace
- Victorian Marketing Services Register

# Our services

## Research

*Explore, understand, test and evaluate*

We use research to understand, test and evaluate. Helping make sure strategies and policies are anchored with evidence, and communications is optimised.

### Capabilities

- Social research
- Behavioural research
- Quantitative and qualitative methods
- Ethnographic and observational research
- Communications research
- User testing
- Measurement and Evaluation

## Evaluation

*Understand what works, for who and how*

We design and undertake evaluation of policies and programs. Our evaluation methods are rigorous and bespoke to the policy/program context.

### Capabilities

- Theory of Change / logic model
- Development of key evaluation questions
- Development of Measurement, Evaluation and Learning (MEL) Frameworks and/or Monitoring & Evaluation Plans
- Process and/or Outcomes Evaluation
- Qualitative and quantitative approaches to data gathering and analysis, using accessible and inclusive methods.

## Engagement

*Engage with stakeholders and communities*

We use engagement to help governments and organisations develop robust, effective and informed policies, programs, legislation and ways of working.

### Capabilities

- Engagement strategy
- Community engagement
- Stakeholder engagement
- Co-design
- Partnerships
- Online event production
- Internal team engagement
- Business planning and service offer co-development

## Communication

*Communicate*

We work with organisations to help them communicate persuasively to reach target audiences through tailored methods and messaging.

### Capabilities

- Communication strategy
- Plain English editing & training
- Brand & message development
- Content creation
- Educational products and resources
- Digital marketing and websites
- Graphic design
- Video production
- Illustration
- Animation

# Our evaluation principles



We are committed to ensuring that all evaluation is **robust, high quality** and meets the strongest **ethical standards**. These evaluation principles underpin all our approaches and methods.



**Person-centred:** Centre stakeholders and users in the evaluation process so that it is grounded in the experiences and perspectives of those who are most connected to outcomes.



**Flexible and adaptable:** Evaluation approaches can be adjusted as program strategies are updated or plans change.



**Privacy:** Strong commitment and protocols for privacy and safety of data and personal information in all data collection and evaluation processes.



**Informed by evidence:** A strong evidence base underpins causal links in logic chains, including the assumptions and insights driving program design.



**Continuous improvement:** Focus on learning, improvement and knowledge transfer for the future.



**Measure what matters:** Minimise data collection burdens by ensuring all data collected is material and appropriate for the size and scale of project.



**Mixed-methods:** Use of multiple mixed methods, including both qualitative and quantitative approaches, to ensure accessibility and real representation.



**Accessible, inclusive, and trauma-informed:** Ensuring the design and delivery of qualitative and quantitative evaluation methods and approaches are safe and inclusive for all.



**Long-term collaboration:** A commitment to ongoing engagement and collaboration for multi-year projects measuring long-term outcomes.

# Our evaluation offerings

## Discovery, design and planning

- Build understanding of programs, needs and issues using evidence reviews, environmental scans and gap analysis.
- Develop Theory of Change and/or program logic to guide evaluation
- Define appropriate Key Evaluation Questions
- Develop a Monitoring, Evaluation and Learning (MEL) Framework

## Process evaluation

- Document the delivery of the program
- Assess reach and participation
- Assess the effectiveness and quality of governance, project management and delivery (including stakeholder /client satisfaction)
- Monitor and report on other key indicators of progress

## Outcome evaluation

- Assess outcomes and overall impact of a program
- Conduct baseline to end-line measurement of key outcome indicators
- Define and analyse the contribution of program activities vs other factors
- Make recommendations for improvement and/or next steps

## Communicating outcomes and impact

- Create data visualisations
- Provide clear and comprehensive reports of evaluation results
- Create engaging dashboards (including online) to display results and insights
- Incorporate storytelling, via written, visual and video media

We use a range of quantitative and qualitative methods to gather data and insights, including:

- Focus groups, interviews, ethnography and roundtables/workshop
- Surveys (online, phone and in-person)
- Online analytics

Our research and evaluation experts can guide research through its development, setup, analysis, and reporting.

In addition to the above, we can also incorporate empowerment and development evaluation practices into our evaluations.

We can use elements of:

- **empowerment evaluation** to evaluate a policy or program while also providing key stakeholders and the affected community with the tools they need to accomplish their goals
- **development evaluation** to work collaboratively with project teams to guide adaptation to new contexts and complex environments throughout the evaluation period.

# Our evaluation process



## 1. Define & plan

### **Understand evidence base and stakeholder perspectives:**

- Desktop review of internal documents/data, prior evaluations, literature and comparable programs/jurisdictions.
- Stakeholder / community engagement to understand priority outcomes and the drivers of change.



## 2. Discover & refine

### **Identify needs:**

- Confirm purpose, scope, users and decisions the evaluation will inform (including evaluation type: process/impact/economic).
- Agree project plan, roles, timelines, risks and stakeholders.



## 3. Evaluation design

### **Design evaluation framework and strategy**

- Develop or refine a theory of change / logic model, including assumptions and external influences.
- Set Key Evaluation Questions and develop a Measurement Evaluation and Learning (MEL) framework (outcomes → questions → indicators → methods → sources).
- Establish MEL approach, baseline strategy, targets/benchmarks and data management plan.
- Confirm ethics/safeguarding, cultural safety, accessibility, privacy and data sovereignty requirements.



## 4. Collect, monitor and learn

### **Process evaluation, data monitoring and continuous improvement**

- Gather baseline and ongoing data using mixed methods (analytics, surveys, interviews/focus groups, administrative data, observation).
- Use of GEDSI/equity lenses (disaggregated data where appropriate) and quality assurance (in tools testing, sampling, bias mitigation).
- Capture stories of change and implementation learnings (including multimedia where useful).



## 5. Analyse, validate & communicate

### **Evaluate outcomes and communicate findings**

- Analyse quantitative/qualitative data and insights; assess contribution/attribution where feasible.
- Sense-check findings with stakeholders and test interpretations.
- Report and visualise results (reports, dashboards, presentations), with actionable recommendations and an improvement plan.

# Non-linear evaluation journeys

**We understand that evaluations are not always as straightforward and linear– either by design or because the context or subject matter evolves or change is emergent.**

We are experienced at working on evaluations that:

- span many years, with gaps between engagements
- require adaptation as evaluation subject matter changes and past data sources or key evaluation questions are no longer relevant
- have multiple or changing stakeholders or audiences
- require multiple types of evaluation at different times – e.g. baseline and/or process evaluation, continuous monitoring and progress reporting, and an outcome evaluation years later at the project conclusion.



# Some examples of our work

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# Evaluation of behaviour change strategy to improve water quality in reef catchments



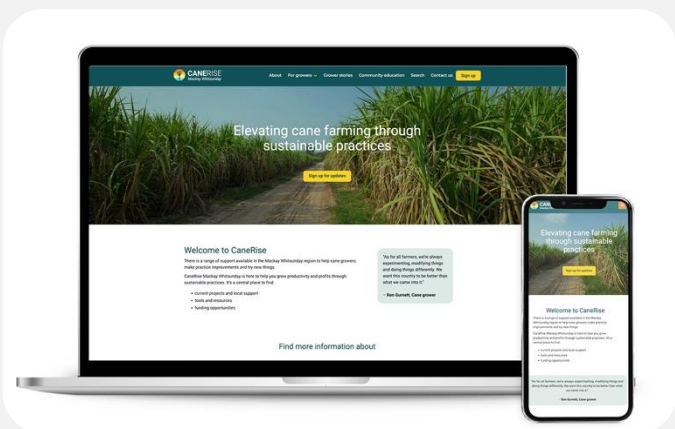
Review and behavioural research



Process and outcomes evaluation

## The challenge

The Social Deck was engaged by the Great Barrier Reef Foundation (GBRF) to develop cane farming behaviour change strategies and implementation plans for the Lower Burdekin and Mackay-Whitsunday regions under the Reef Trust Partnership (RTP) to improve water quality.



## What we did

Desktop review and primary research identified key behaviours, barriers and contextual influences on water quality practices among cane farmers. These insights informed integrated behaviour change strategies, including the development of [CaneRise](#), a digital platform providing growers with a one-stop-shop for practice change support, which we implemented and evaluated over 2 years.

Evaluation of the CaneRise platform was built in from the start through a Theory of Change, a Measurement, Evaluation and Learning (MEL) framework, and practical M&E plans drawing on multiple data sources. Using mixed methods across June 2023 to October 2024, we assessed effectiveness across awareness, engagement, sustainment and program improvement, drawing on online analytics, surveys, stakeholder workshops, provider records and media tracking.

## The outcome

The evaluation of CaneRise demonstrated success in building grower awareness and engagement, while identifying opportunities for platform enhancements and broader outreach.

We concluded the project by transitioning CaneRise to local community ownership, supported by GBRF, the Australian and Queensland governments. It is a scalable and regionally adaptable platform, with emerging evidence of sustained practice change. Evaluation insights have contributed to broader program learnings and policy discussions on sustainable farming practices.

# Youth digital engagement strategy evaluation



Evaluation strategy and M&E plan



Baseline evaluation

## The challenge

The Social Deck was engaged by the Department of Education Queensland (DoE) to deliver an evaluation of their Youth Engagement digital presence and an ongoing evaluation approach for the Department's Youth Engagement Digital Engagement Strategy 2020-2022.



## What we did

Under the strategy, digital content had been created to engage young people aged 10 to 22 years who were at risk of disengaging from their education and encourage them to stay in school or participate in work, training or other study.

As a first step, we co-developed a program logic model, evaluation framework, and Monitoring and Evaluation (M&E) plan with a 2-year horizon, via collaborative internal workshops with the department.

We also conducted a baseline evaluation. Data collection included online analytics, surveys, and interviews, generating a robust evidence base for assessing the strategy's early outcomes. This initial evaluation provided key insights and a flexible evaluation toolset for future departmental use.

## The outcome

The evaluation report made several recommendations to improve the digital strategy, to be considered and implemented by the Department.

We also created an interactive dashboard and provided training for staff in the application of evaluation tools, supporting long-term compliance and adaptive learning.

# Evaluation of the Tackling Mosquitoes Together Behaviour Change Program



Evaluation strategy and M&E plan



Pilot evaluation

## The challenge

The Social Deck was engaged by Tweed Shire Council to develop and evaluate a pilot behaviour change program to reduce the risks and impacts of mosquitoes in homes and communities in the Northern Rivers region of NSW. Specifically, the program aimed to increase community action to reduce backyard mosquito breeding habitats and improve personal protection behaviours.



## What we did

After designing the behaviour change program using desktop research, interviews, and co-design, the program was rolled out in the Northern Rivers community in the mosquito seasons in 2021 and early 2022. The pilot program included behavioural interventions such as a central website hub, resources and text message prompts to community members.

We evaluated the pilot, which included:

- designing an evaluation plan, including a program logic and monitoring and evaluation plan
- collecting data from diverse sources e.g. website analytics, social media analytics, text message analytics, project and council records, and a participant survey, and analysing data to understand the effectiveness of the program
- a final report summarising the insights from the evaluation and provided recommendations for future iterations of the program.

## The outcome

Our evaluation showed that 93% of program participants took action to reduce breeding habits around their home or property as a result of the pilot intervention.

# Evaluation of the Unitywater Community Sponsorship program



Evaluation strategy and M&E plan



Initial evaluation and refinement of  
instruments

## The challenge

Unitywater, a Sunshine Coast-based water utility, needed to create an evaluation framework and assessment tool to:

- guide decisions about investment of funds in community programs
- track progress against desired goals and outcomes of the grants program
- define the most appropriate methods to collect and report data
- help communicate the overall positive benefits of the program to the community.



## What we did

To support the Community Sponsorship Program and ensure it was effectively meeting the needs of the community and Unitywater's business objectives, we:

- developed an evaluation framework, including a theory of change and M&E plan for the grants program
- supported Unitywater to update their grants application and assessment processes.

The grants program sought to achieve outcomes across three domains of environmental outcomes, community development and community wellbeing.

We provided advice on practical data collection methods so the organisation could collect results and report at regular intervals, and we undertook initial evaluations and data collection including surveying grant recipients.

## The outcome

Unitywater was able to use the evaluation framework and M&E plan to guide their community sponsorship strategy and grant allocations.

# Our impacts and standards



## Probono Bank

2123 hours given

We have a 'for purpose bank' to be used for projects to benefit society and the environment.



## Carbon neutral

96,246 kg emissions saved.  
802.5 tonnes offset.

We're committed to **net zero by 2030**. Our head office is powered 100% by roof top solar, producing more electricity than we use. We have offset all personal emissions of our team through our partnership with **Greenfleet**.



## Shared values

Toward the Sustainable Development Goals

We only work with clients that share our values. Our aim is to undertake projects that contribute to the UN Sustainable Development Goals.

Certified



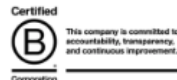
Corporation

## Certified B Corp

120.3 (rating)

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## We are proud members of



# Get in touch with our experts

the  
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