



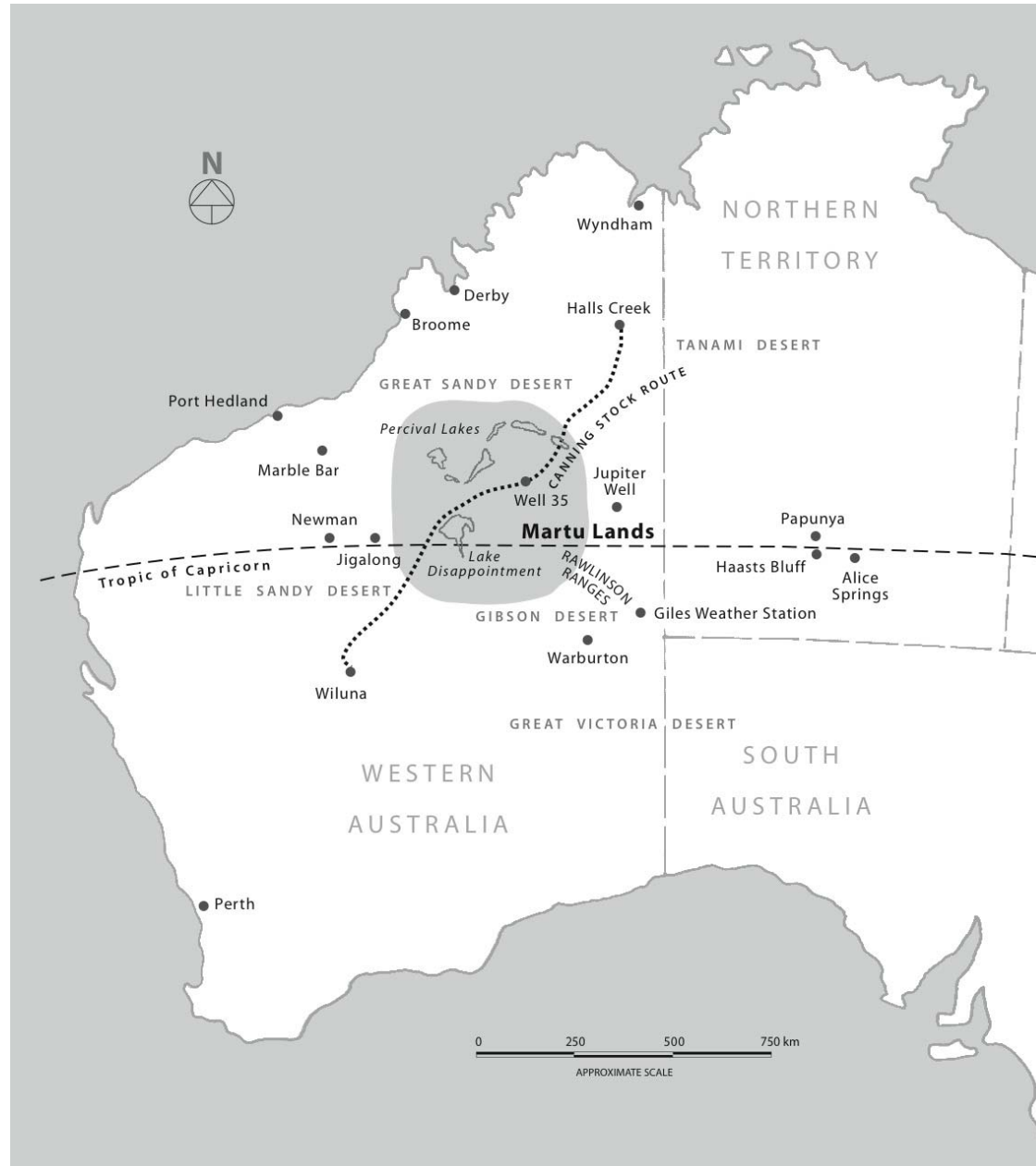
Dynamic Innovation Through Developmental Evaluation

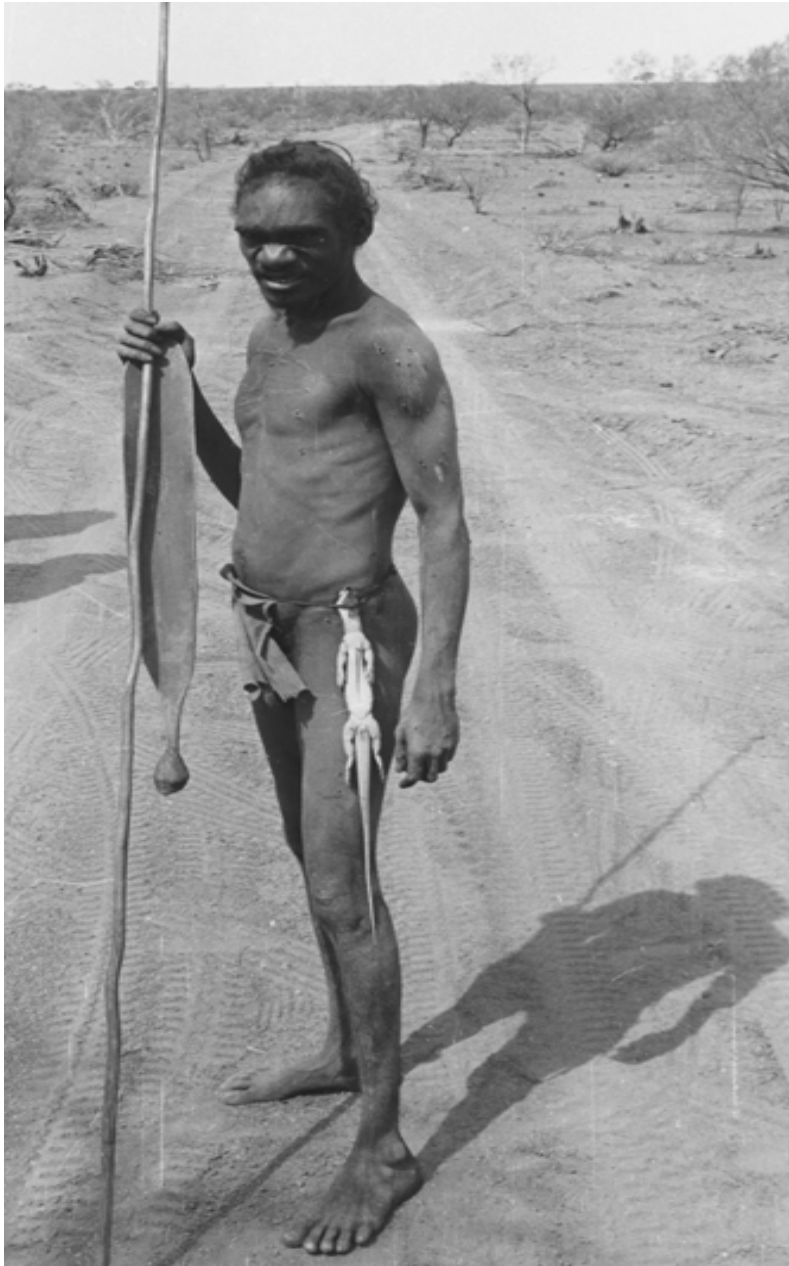
LIZ MULLEN – WORLD VISION AUSTRALIA

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Who are Martu?









Martu Leadership Program



WVA/KJ Partnership

To tell the story of a partnership is to recount an adventure, a quest to achieve something both unique and universal. Unique because no one has made this particular journey before. Universal because every partnership sets sail upon an unknown sea, seeking a destination that is far from safe or certain. There is indeed a prize to be won, but there is also the very real danger that the partnership will founder long before the end is reached

(The Partnering Initiative)



World Vision Australia (WVA)

Is a large international NGO who has been working with Aboriginal communities in Australia since the 60's.

WVA's overarching goal for our work in Australia is;

for Indigenous people and organisations to be empowered to lead their own development, to create a life in all its fullness for Australian Indigenous children



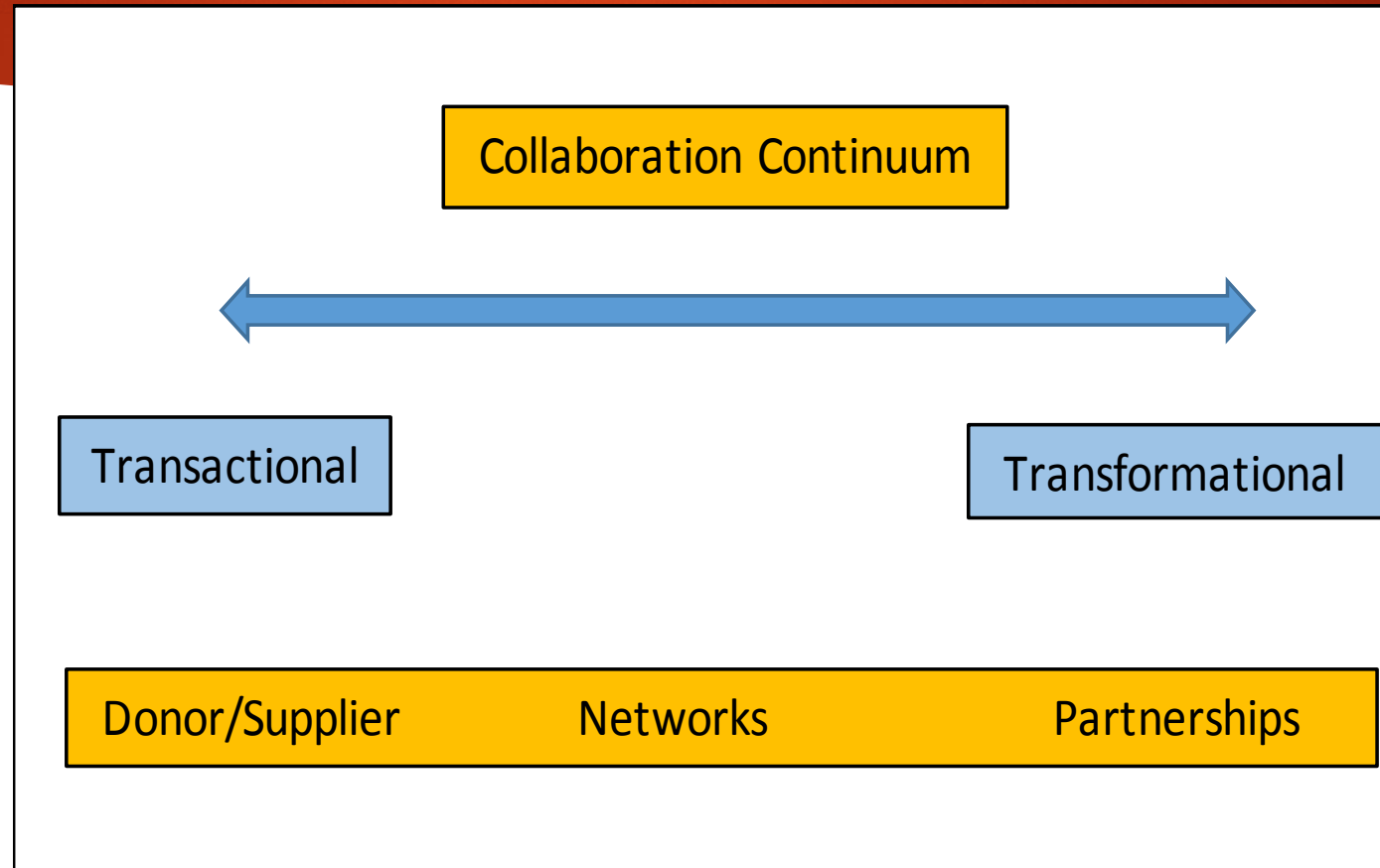
Kanyirninpa Jukurrpa (KJ)

Is an Aboriginal organisation based in the Pilbara WA and has been working with the Martu on cultural and land management programs since 2005.

KJ has three objectives:

1. to preserve Martu culture
2. to build a viable, sustainable economy in Martu communities
3. to build realistic pathways for young Martu to pursue a healthy and prosperous future

Partnering diagram





Evaluation

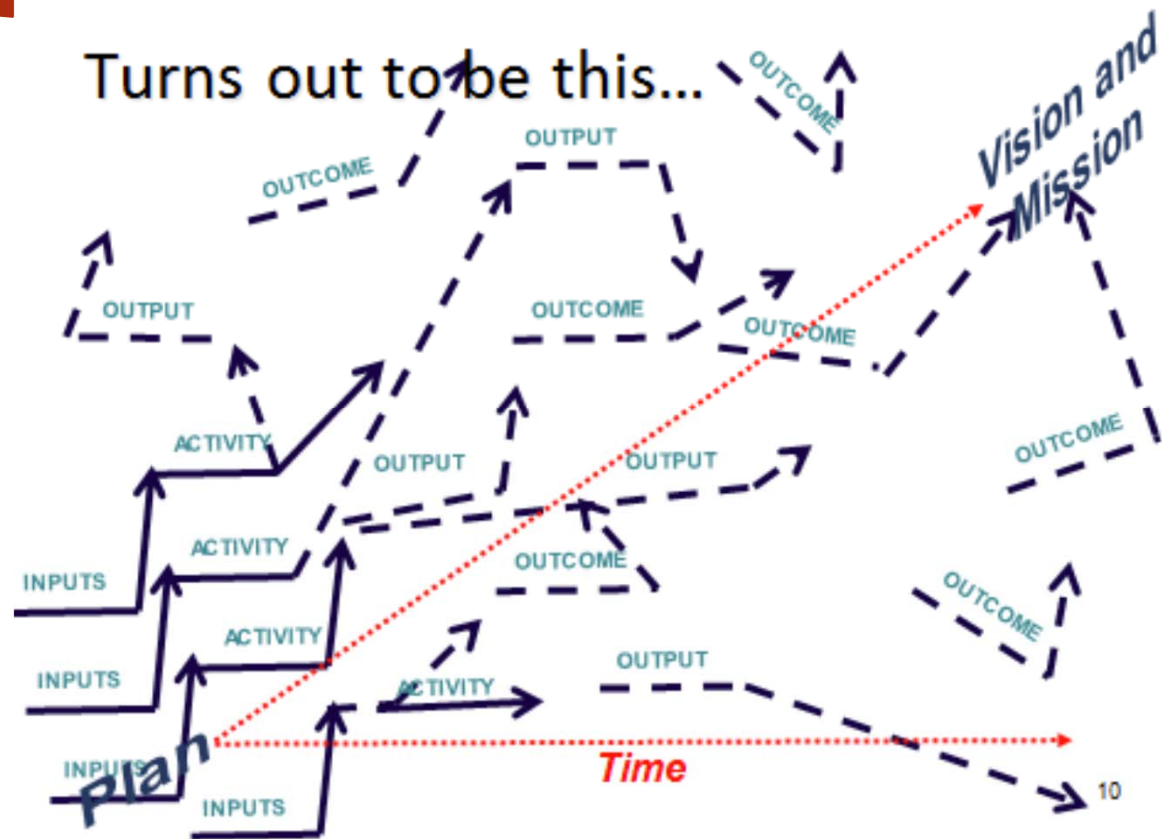


Developmental Evaluation

Developmental evaluation applies to an ongoing process of innovation in which both the path and the destination are evolving. It differs from making improvements along the way to a clearly defined goal. Where more traditional approaches to evaluation try to predict the outcomes of the innovation and focus measurement on those goals, developmental evaluation is intended to support innovation within a context of uncertainty

(Gamble, 2008)


Patton, 2004





Components of our DE strategy

- ▶ Internal:
 - ▶ Activity feedback sessions
 - ▶ Activity write-ups
- ▶ Shared:
 - ▶ Facilitated monthly phone hook-ups
 - ▶ Annual reflection workshop
 - ▶ Annual papers by facilitators/evaluators



Impact of DE on Program Design



The intercultural interface

- ▶ Two cultures, two societies
- ▶ What is different?
- ▶ What is predictable?

Developmental evaluation

- ▶ What works? Why?
- ▶ What doesn't work? Why not?
- ▶ How do Martu see the program?
- ▶ What outcomes are you seeing?
- ▶ What risks are/aren't emerging?

Learning

- ▶ *We learn bit by bit, step by step. It's OK to do it like that*
- ▶ *I like learning the difference between profit and NFP companies. You have to learn for yourself. More knowledge makes you stronger to stand up for your communities.*
- ▶ *learning slowly, learning about NFP. it open my eye. Members own the company. Now learning about profit companies. How directors work. Directors got to be there. Open my eyes – got to be there for the meeting. Still learning as I am going. I really want to learn – keep stepping up. There is a lot more to go. we are coming (from) behind (ie therefore catching up)*
- ▶ *learning as we go along slow. Never had things explained to me properly before. It makes me feel happy knowing these other fellas...are coming along. It's not only for me, it's for everybody. I want to learn more and more.*



Quotes from Martu men about the program

- ▶ 'I'm proud – we can change the future for the better'
- ▶ 'We are in charge of the future'
- ▶ 'If this program didn't start, we would've been lost'
- ▶ 'This gives us a chance to change our lives'
- ▶ 'This is giving us a chance, giving us hope'
- ▶ 'Without this, we'd be drinking, in lock-up, fighting – the leadership program has changed a lot of people's lives'
- ▶ 'This is our only hope'



Impact of DE on Partnership

*EFFECTIVE COLLABORATION BETWEEN ORGANISATIONS WITH DIFFERENT
APPROACHES, MISSIONS, INTERESTS AND CULTURES IS DIFFICULT*

(THE PARTNERING INITIATIVE)



WVA/KJ/Martu Partnership

- ▶ Early experience
- ▶ Early impact of DE
- ▶ Foundations for collaboration
- ▶ Turning points
- ▶ Martu as partners
- ▶ Evolved partnership



Minutes from action learning session, September 2014

“Regular phone hook-ups are having a dynamic effect on the partnership and program;

- ▶ A big part of rendering the partnership
- ▶ Gives a sense that we are doing it together
- ▶ The sessions are building to our annual reflection session at the end of the year
- ▶ Building the program by trial and error – these reflection sessions facilitate design collaboration”



Conclusions



Conclusions on DE and partnership



Ingamells states,

The decision of WVA and KJ to partner in this work not only made the program possible financially but gave it structural and operational strength. The combined strengths of the two organisations and the multiple levels of each organisation accessed through partnering, have significantly shaped the outcomes

(2015, p.55).

Conclusions on DE and program design

- ▶ The primacy of predictability
- ▶ Cross-cultural realities
- ▶ Competing intellectual frameworks
- ▶ Contribution of DE
- ▶ Environment of policy, administration of funding
- ▶ Government's bind
- ▶ What will work?



Some requirements for DE to work

- ▶ Culture of reflective practice
- ▶ Strong relationship with community
- ▶ Proven track record of program design and delivery
- ▶ Strong governance and financial management
- ▶ Location of the program in a broader strategy
- ▶ Skills to deliver organic design and to deliver the program
- ▶ Alignment of ultimate outcomes with long-range funding objectives



What implications for professional evaluators?

- ▶ An alternative model for engagement, program design and development
- ▶ An alternative intellectual approach – Developing a practice model, not a plan
- ▶ Empowering remote Indigenous Australia



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