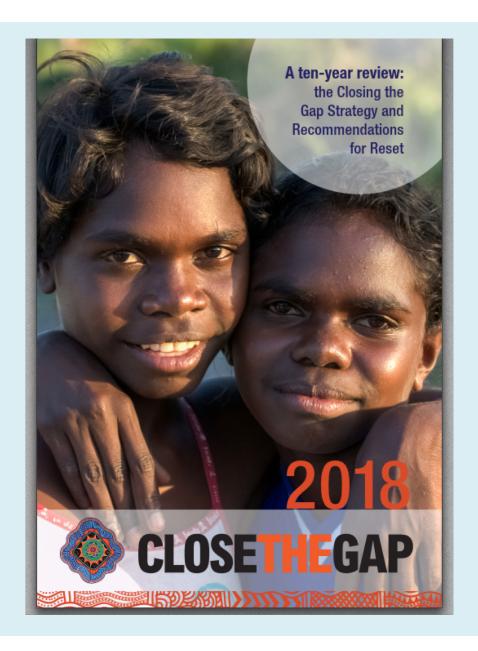
#### **IGNITE - AES 2018**

by Dr Kevin J Dolman

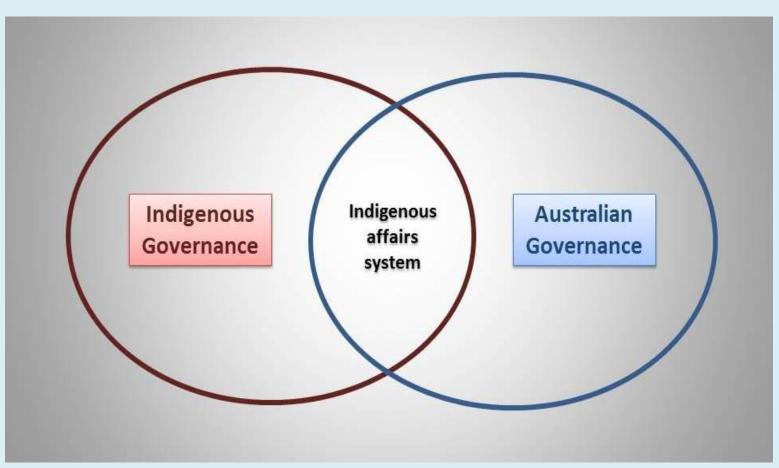
## **Evaluative study to assist a transformation of the Australian Indigenous affairs system**







# The Indigenous affairs system is an overlap of two governance systems



Cape York Wadeye Queensland Northern Territory East Kimberley Western Australia Anangu Pitjantjatjara South Australia Murdi Paaki **New South Wales** Australian Capital Territory / Shepparton Victoria **COAG Trial Sites** Northern Region Tasmania

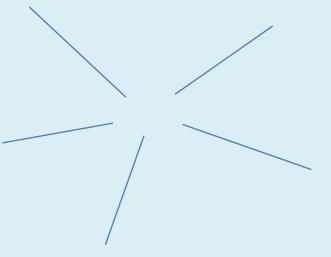
# Two key aims to improve the quality of public administration

- 1. Whole-of-government coordination
- 2. Government and community partnerships

# 12 key characteristics of Whole-of-Government Coordination (WOGC)

Lead agency Framework agreement Trust and collaboration
Protocols and dispute resolution process

Joint steering committee Implementation plan Skills Training



Baseline data
Performance Monitoring
Realistic timeframes

Mapping whole-of-government expenditure Risk assessment

# 12 key characteristics of Government-Community Partnerships (GCP)

Respect for partners' values
Trust and collaboration

Shared responsibility for expenditure Full access to information

Right partners
Partnership agreement
Role clarity and early
planning

Joint steering committee
Steering committee authority
Sustained operation and
membership

Protocols for shared power Shared objectives and shared outcomes

### **Quality of implementation – Best sites**

Northern Territory	WOGC	Р	S	S	Р	Р	Р	Р	Р	Р	Р	Р	Р
	GCP	S	G	Р	Р	S	S	Р	S	S	Р	Р	Р

Victoria	WOGC	S	S	Р	S	Р	Р	S	Р	Р	Р	Р	Р	
	GCP	S	G	S	Р	Р	Р	Р	Р	Р	S	Р	Р	

Good Satisfactory Poor	Good	Satisfactory	Poor
------------------------	------	--------------	------

### Quality of implementation – Worst sites

South	WOGC	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
Australia	GCP	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
Queensland	wogc	Р	Р	S	Р	Р	Р	Р	Р	Р	Р	Р	Р
	GCP	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
	1												
Tasmania	WOGC	S	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
	GCP	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р

Good	Satisfactory	Poor
------	--------------	------

### **Quality of implementation- Summary table**

q	ld	N	Γ	SA		W	4	Ta	s	NS	N	Vio	C	AC	т
wogo	GCP	wogc	GCP												
Р	Р	Р	S	Р	Р	S	S	S	Р	S	S	S	S	S	Р
Р	Р	S	G	Р	Р	Р	Р	Р	Р	Р	S	S	G	S	S
S	Р	S	Р	Р	Р	Р	Р	Р	Р	P	S	Р	S	S	S
Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	P	Р	S	Р	Р	S
Р	Р	Р	S	Р	Р	Р	Р	Р	Р	P	S	Р	Р	Р	S
Р	Р	Р	S	Р	Р	Р	Р	Р	Р	P	S	Р	Р	Р	Р
Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	P	Р	S	Р	Р	Р
Р	Р	Р	S	Р	Р	Р	Р	Р	Р	P	Р	Р	Р	Р	Р
Р	Р	Р	S	Р	Р	Р	Р	Р	Р	P	Р	Р	Р	Р	Р
Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	P	S	Р	S	Р	Р
Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	P	Р	Р	Р	Р	Р

#### Government's official conclusion

"The trials have helped build important relationships between government agencies and communities. However, too much bureaucracy, too many plans and too many committees have often resulted in limited outcomes."

[Hon M Brough, 22 February 2007]

#### Quality of the policy development

## The Australian Policy Cycle

Althaus, Bridgman and Davis (2013)



#### **Quality of the Evaluation**

Of each trial site

Primarily descriptive accounts rather than evaluative and explanatory

Lack of focus on whether the aims were achieved

Quality in Qualitative
Evaluations: A
framework for
assessing research
evidence

Spencer et al 2003

### Quality of the Evaluation (cont)

Of the overall evaluation strategy

Good evaluative framework for project initially but it was discarded

Substitute evaluative framework directed focus away from original aims

#### Wider inferences for Transformation

Poor quality public administration is a systemic feature of the Indigenous affairs system

A plausible explanation for the long-term ineffectiveness of the Indigenous affairs system

Whole-of-Government Coordination and Government-Community Partnerships should be front and centre of the reforms

#### Underlying reasons for poor quality

Structural and cultural administrative barriers to wholistic government coordination and community participation in government

Some ideological obstruction and political manoeuvring in public policy

### **Underlying reasons (cont)**

Institutional configuration not designed for purpose

Institutional configuration born out of the 1967 Referendum

Vague shared responsibility between Commonwealth and States

#### **Potential reforms**



Cartoonist's depiction of the Government decision to abolish the Aboriginal and Torres Strait Islander Commission (ATSIC) in 2004

#### Potential reforms (cont)

Two possible national strategies emerging:

Need to **ensure best practice public administration** through some type of specialised policy commission

Need to pay some attention to the systemic design of the Indigenous affairs system to ensure that it has a purpose-specific configuration.