
EVALUATION GOVERNANCE: BUILDING FERTILE GROUND

Presented by

Australian Government Attorney-General's Department,
Urbis and the Queensland Department of Justice and Attorney-General

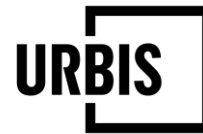
PRESENTERS



Australian Government
Attorney-General's Department

Ariane Hermann

Non-presenting co-author:
Adam Nott



Julian Thomas

Non-presenting co-authors:
Alison Wallace and Frances McMurtrie



QUEENSLAND
GOVERNMENT

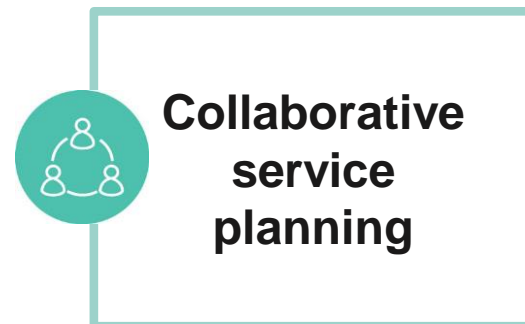
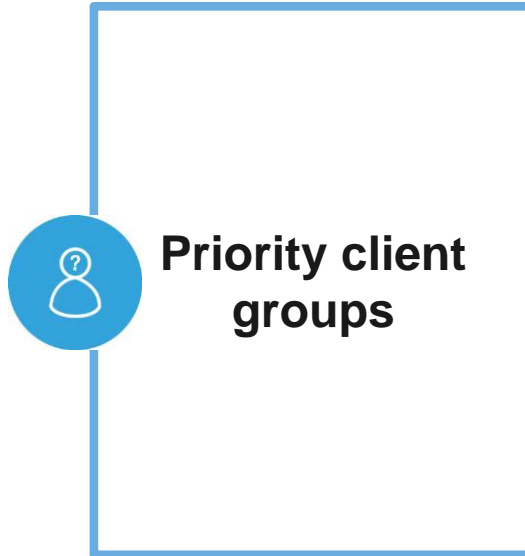
Department of Justice and
Attorney-General

Amanda Shipway

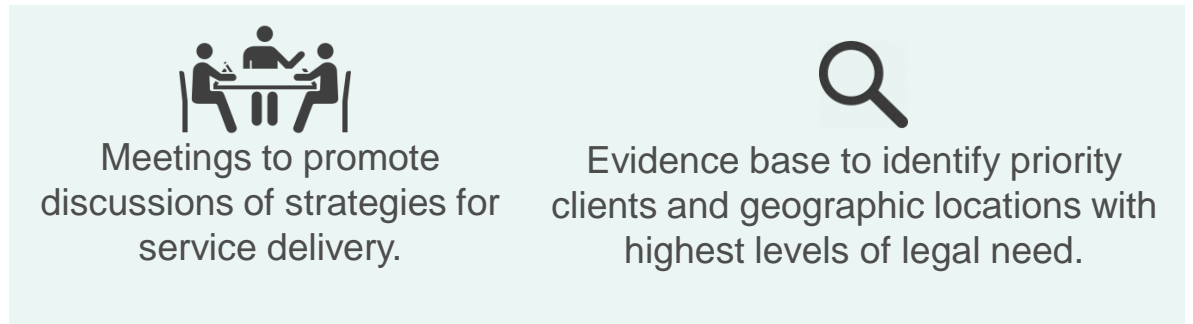
Non-presenting co-author:
**Kay Hackworth (Victorian Department
of Justice and Community Safety)**

THE NPA ON LEGAL ASSISTANCE SERVICES

A national legal assistance sector that is integrated, efficient and effective, focussed on improving access to justice for disadvantaged people and maximising service delivery within available resources



- Children and young people (up to 24 years)
- Indigenous Australians
- Older people (aged over 65 years)
- People experiencing, or at risk of, family violence
- People experiencing, or at risk of, homelessness
- People in custody and prisoners
- People residing in rural or remote areas
- People with disability or mental illness
- People who are culturally and linguistically diverse
- People with low education levels, and
- Single parents.



THE POLICY LANDSCAPE



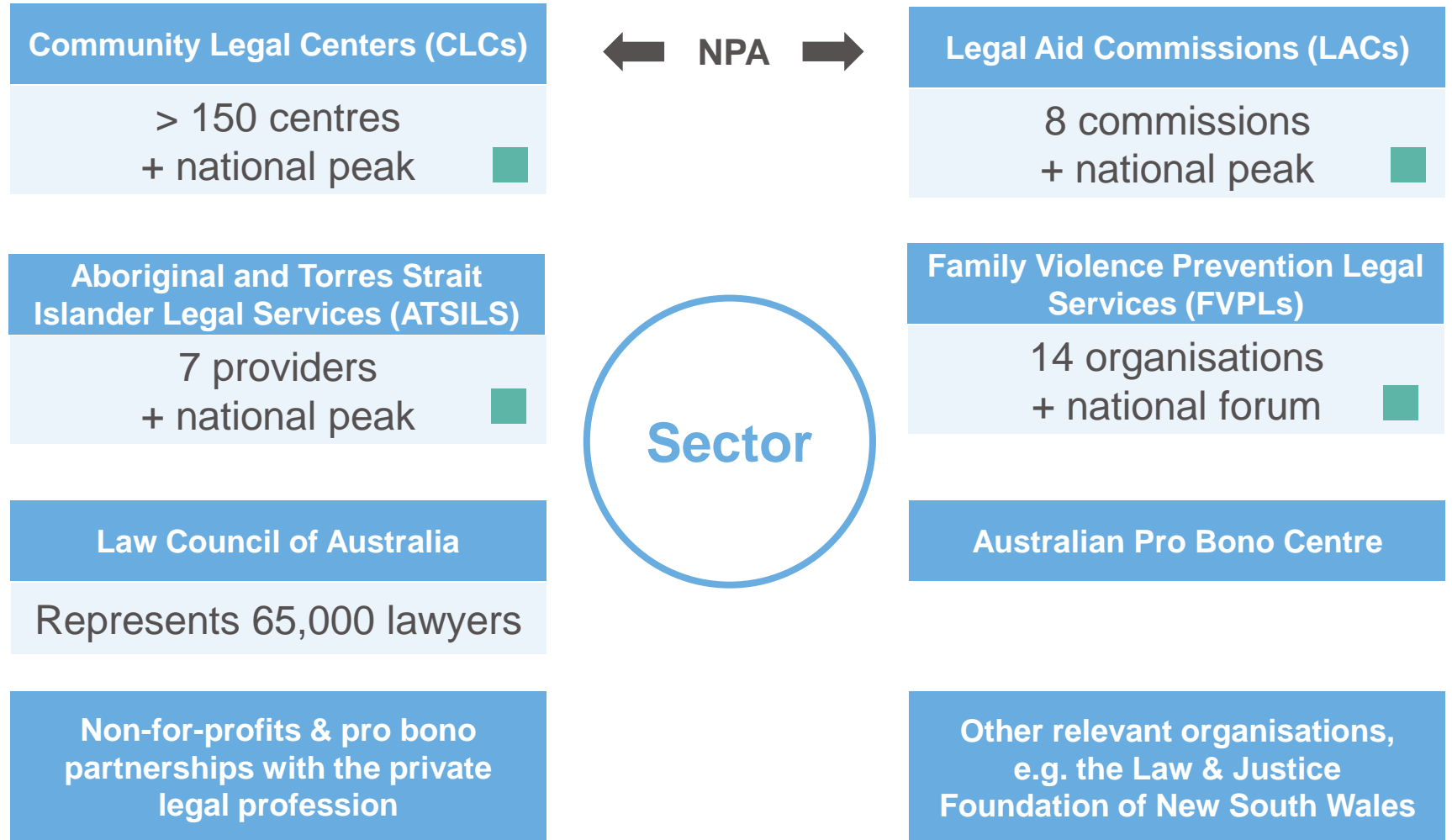
The NPA seeks to support a national legal assistance sector which has many, diverse stakeholders



THE POLICY LANDSCAPE

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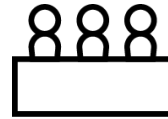
■ Participate in collaborative service planning



The NPA seeks to support a national legal assistance sector which has many, diverse stakeholders



JOINT BEGINNINGS



SC



TOR



Joint \$



The formation of the NPA Review Steering Committee (SC) ensured joint accountability and lead to increased stakeholder buy-in



Roles and responsibilities

- ✓ Refined and endorsed the terms of reference for the review.
- ✓ Refined and endorsed the procurement approach, the request for quote and the tender evaluation plan.
- ✓ Evaluated quotes for the independent reviewer.
- ✓ Approved the Review Plan including stakeholder engagement.
- ✓ Established and oversaw the NPA Review Advisory Group.
- ✓ Endorsed the completion of deliverables, including the public release of the final report.

COMPLEXITIES AND RISKS

Multiple clients
(9 of them!)

How do we manage all these clients?

Sector interests
(\$1.3B in play)

How do we manage all those stakeholders?

Constrained TORs
(What elephant?)

How do we address the elephant?

As evaluators, we're alert to risk when conducting high-profile, large scale reviews.

RESPONDING TO RISKS

How do we manage all these clients?

Very high level of contact; utilisation focus; trust + confidence building

How do we manage all those stakeholders?

Keep them close; defensible logic; openness, trust and confidence

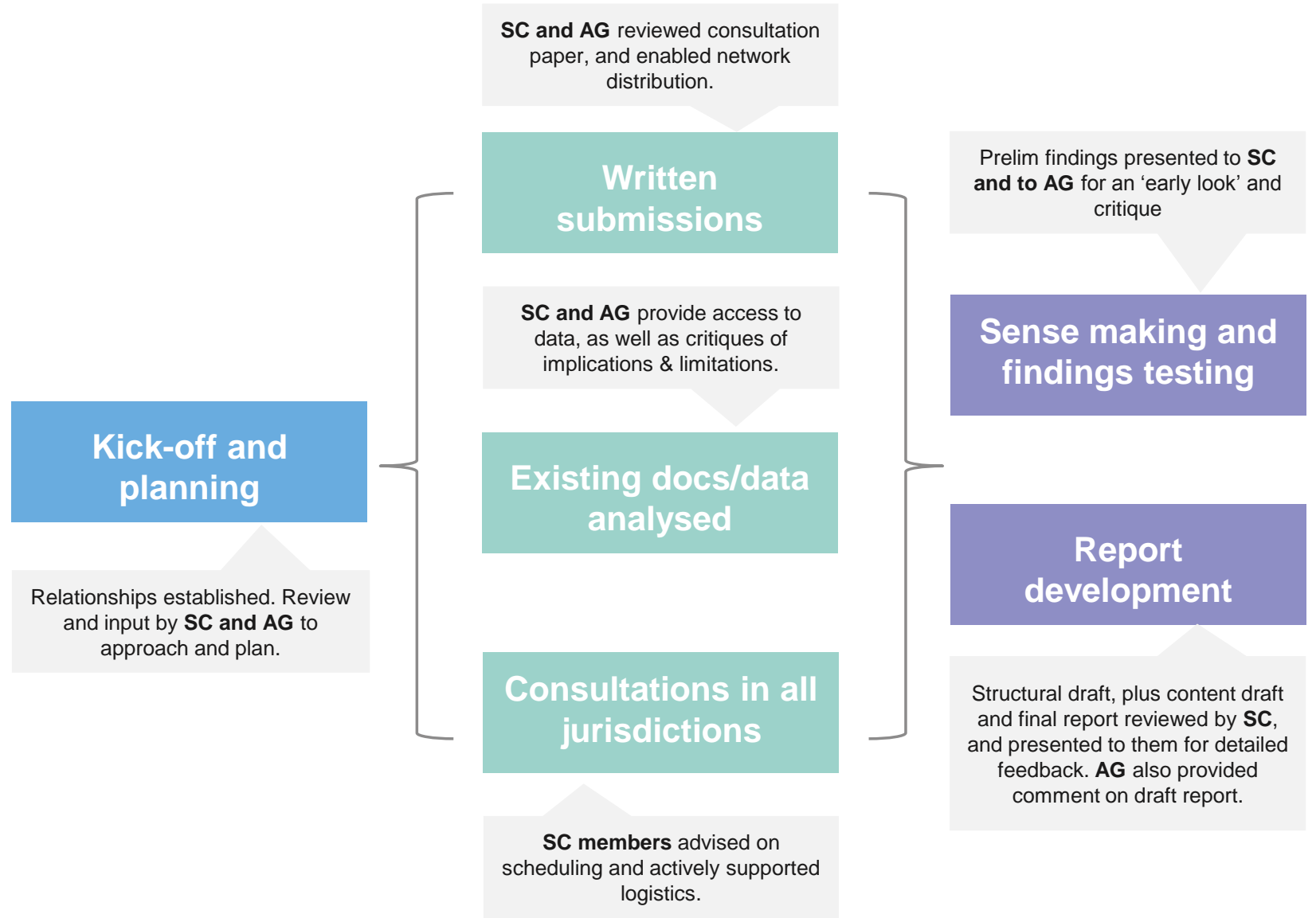
How do we address the elephant?

Listen, don't shut down; acknowledge, don't ignore

It's incumbent on evaluators to have an eye on the end game.

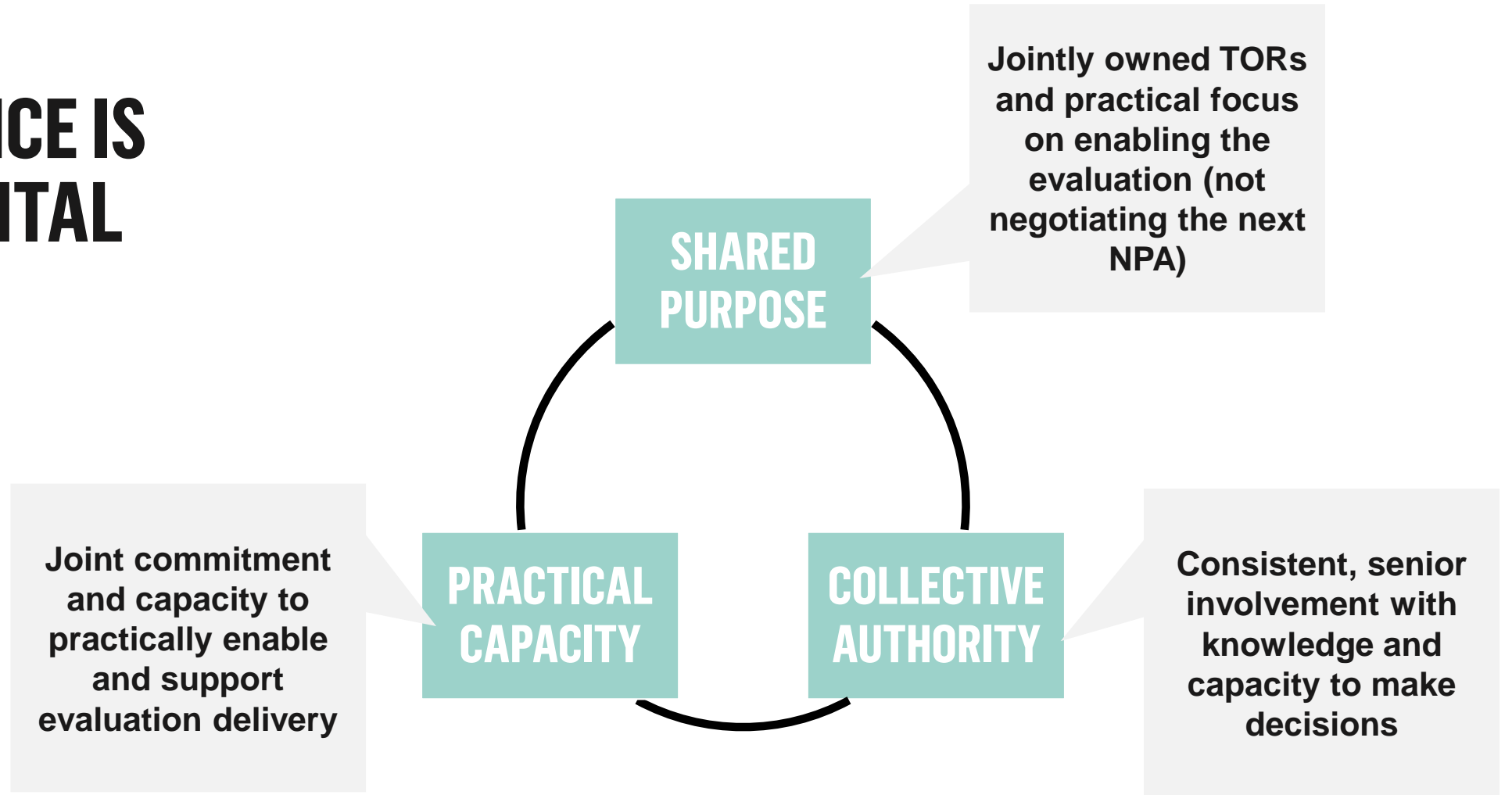
THE EVALUATION PERIOD

SC and AG were active participants in the process, with at least monthly touch points.



GOOD GOVERNANCE IS FUNDAMENTAL

Good governance supports risk management and is highly enabling for evaluators



(White and Winkworth 2012)



THE EVALUATOR'S ROLE

1

Keep a multi-dimensional utilisation focus: what is the end-game for ALL stakeholders?

2

Understanding that process credibility matters: engage and leverage an active governance group to guide defensible method/process decisions

3

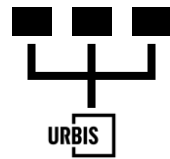
Iterate your findings: explore, socialise, refine and validate: “no surprises”

Evaluators can be process mediators within a governance context

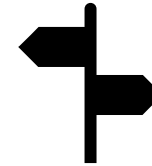
REFLECTIONS (I)

Key factors present:

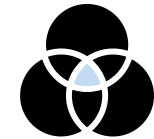
Structured relationships



Clear objectives and problem definition



Common goals and known benefits



Skilled and committed leadership



Formal and informal networks



Mutual understanding, respect and trust



On reflection the evaluation had a lot of the ingredients of successful collaboration

REFLECTIONS (II)

Urbis had in place governance mechanisms, processes and structures with final decision making authority that enable the objectives of all parties entering into the collaboration to be known and considered

Commissioning

Evaluation

Post-evaluation

THANK YOU