REVIEW OF

The National Women's Alliances Program

Office for Women

Prepared for the Department of Families, Housing, Community Services and Indigenous Affairs

SEPTEMBER 2012

urbis

URBIS STAFF RESPONSIBLE FOR THIS REPORT WERE:

Director	Roberta Ryan
Job Code	SPP20712
Group Support	Alex Lawrie and Jillian Rose

Urbis's Social Policy team has received ISO 20252 Certification for the provision of social policy research and evaluation, social planning, community consultation, market research and communications research.

© Urbis Pty Ltd
ABN 50 105 256 228

All Rights Reserved. No material may be reproduced without prior permission. While we have tried to ensure the accuracy of the information in this publication, the Publisher accepts no responsibility or liability for any errors, omissions or resultant consequences including any loss or damage arising from reliance in information in this publication.

URBIS
Australia Asia Middle East
urbis.com.au

TABLE OF CONTENTS

1 Introduction 1

2 Purpose of the review 3

3 Methodology 4

4 Key findings 5

4.1 Engagement 5
4.2 Influencing 6
4.3 Governance and management 7
4.4 The Alliance model 10
4.5 Key achievements 10
4.6 Key issues 13

5 Ways Forward 14

Appendix A Program Logic for the National Women's Alliances 15

Appendix B Program logic against achievements 17

Appendix C Evaluation framework 19

TABLES:

Table 1 – Governance Elements 7
Table 2 – Alliance Governance Structures 8
Table 3 – Organisational Composition Matters For Consideration 9
Table 4 – Activities Against Program Objectives 13
Table 5 – Evaluation Framework 20

1 Introduction

In 2010 the Australian Government announced funding for six National Women's Alliances (the Alliances) over three years. Funding is administered by the Office for Women (OfW) within the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs.

The funding is to facilitate the Alliances to take a lead in ensuring the voices of women are heard, particularly women from marginalised groups, to address policy issues affecting women. The role of the Alliances is to bring together women and women's organisations from across Australia to share information, identify issues affecting women, suggest solutions and to actively engage with the Australian Government on policy issues.

Of the six National Women's Alliances three are issues based and three are sector based. The issues based Alliances are economic Security 4 Women (eS4W), Equality Rights Alliance (ERA), and Australian Women Against Violence Alliance (AWAVA). Sector based Alliances are National Rural Women's Coalition (NRWC), National Aboriginal and Torres Strait Islander Women's Alliance (NATSIWA) and Australian Migrant and Refugee Women's Alliance (AMaRWA). Further information on the National Women's Alliances can be found on http://www.fahcsia.gov.au/nationalwomensalliances

The focus of economic Security 4Women is the promotion of lifelong economic wellbeing for women. eS4W seeks to empower women to make choices about their lives in the areas of education, health, employment, personal safety and financial security. Some issues identified by eS4W as impacting on the economic security of women include pay equity, access to relevant and affordable education and training, access to financial planning and superannuation, child care, carer needs and retirement income equity. More information about this Alliance can be found on their website www.security4women.org.au

The Equality Rights Alliance is a network of 56 non-government organisations and social enterprises, the lead organisation being the YWCA Australia. The Alliance advocates for women's equality, leadership and diversity. ERA works towards strengthening women's equality in law, housing, health, and economic and social policy. Over the past year ERA played the lead role in the writing of a collective budget submission from National Women's Alliance members focussing on affordable housing, tax reform and childcare. The Alliance has also been engaged with the reform of Federal Anti-Discrimination laws. For further information on ERA go to www.equalityrightsalliance.org.au

The Australian Women Against Violence Alliance (AWAVA) is an issues based Alliance, with its key area of focus being combatting all forms of violence against women, to 'ensure that all women and children are able to live free from all forms of violence and abuse'. The Alliance recognises that gender violence is both a consequence and cause of gender inequity in all sectors of society and so it must be addressed by promoting women's empowerment. For more information go to www.awava.org.au

The National Rural Women's Coalition aims to ensure better social and economic outcomes for women living in regional, remote and rural (RRR) Australia. The NRWC operates as a peak body for six specific purpose women's groups and seeks to be recognised as the prime voice for the women of RRR Australia. As a sector based Alliance the NRWC seeks to influence government, to bring to government issues of concern to RRR women and to be responsive to the needs of government when they want to consult with their constituents on emerging policy issues. They also seek to contribute to building a positive profile for rural women, their achievements and issues. They have identified their key focus issues as health, drought policy, family violence, transport and cross-cultural awareness between Indigenous and non-Indigenous women and their communities. The NRWC also run the National Rural Women's Network, an online space for rural, regional and remote women to meet and share ideas. Further information on the National Rural Women's Coalition can be found on www.nrwc.com.au

National Aboriginal and Torres Strait Islander Women's Alliance seeks to empower Aboriginal and Torres Strait Islander women to have a strong and effective voice in the policy advocacy process. NATSIWA works to deepen the skills Aboriginal and Torres Strait Islander women have in telling their stories, identifying solutions for individuals and communities, and advocating for powerful and long-lasting change. It seeks to be an Alliance that brings Aboriginal and Torres Strait Islander women's voices to both priority issues for government, and to emerging and hidden issues that Aboriginal and Torres Strait Islander women and communities are facing, while being able to respond to government when it needs to consult with Aboriginal and Torres Strait Islander women. While aiming to strengthen the voice of

Aboriginal and Torres Strait Islander women to influence policy through advocacy and representation, they also seek to build the capacity of other Alliances to address Aboriginal and Torres Strait Islander women's issues. For more information go to www.natsiwa.org.au

The Australian Migrant and Refugee Women's Alliance is a peak advocacy body for migrant and refugee women's in Australia, with the Network of Immigrant and Refugee Women of Australia Inc. (NIRWA) as the lead agency. AMaRWA seeks to raise the concerns, views and circumstances of migrant and refugee women to inform government policy impacting on their lives. The Alliance has as its goals the achievement of social, economic, educational and gender equality for migrant and refugee women living in Australia. It hopes to represent the voices and interests of immigrant and refugee women residing within Australia in order to provide a single unified voice by which to advocate such women's issues and concerns at the national level. More information about the Alliance can be found on the Australian Migrant and Refugee Women's Alliance page.

2 Purpose of the review

The Australian Government Office for Women in the Department of Families, Housing, Community Services and Indigenous Affairs commissioned a review of the National Women's Alliances Program for the 2012-13 financial year and a performance review of the entire program to date (May 2012 to September 2012).

The purpose of the review was to:

- review whether the National Women's Alliances Program (NWA) is delivering on the outcomes contained in the National Women's Alliance Program Logic and Evaluation Framework; and
- provide tailored program management model options to the Office for Women (OfW) for increasing the effectiveness of the Alliances.

The Alliances report to OfW via progress reports, quarterly reports and annual reports as outlined in the Funding Agreement.

To review the performance of the whole program to date it has been necessary to consider:

- the effectiveness of the Alliance's governance structures
- how well they are collaborating with other Alliances and government
- their choice of activities (appropriateness), their capacity to engage with their target groups (process), the effectiveness of their delivery mechanisms (along with other key indicators as outlined in the program logic and evaluation framework and their governance arrangements), and their contributions to the overall objectives of the program.

This document is a summary of key findings of the review and includes a discussion on:

- levels of overall engagement of Alliances with each other and their target audiences;
- ability of Alliances to influence policy;
- governance and management models;
- key achievements;
- key issues for Alliances to consider, and
- suggestions for future capacity building.

3 Methodology

The approach to the methodology of this project has been sensitive to the demands and capacities of the Alliances. The judgements forming the basis of the review are reported on two levels. They are reported against the activities of the program as a whole and against the activities of each Alliance. The review also assesses the model of the Alliances as the basis for delivery against its objectives.

The Alliances report to OfW via progress reports, quarterly reports and annual reports as outlined in the Funding Agreement. The basis for the independent review which concludes the second year of the three year funding cycle are quarterly reports and annual reports, along with discussions with OfW and the Alliances.

The application of the Program Logic, Evaluation Framework and supporting documentation is the basis for reporting progress against the agreed stated objectives for the overall program. The Program Logic was developed by Urbis and OfW in collaboration with the Alliances in 2010. Indicators were developed in order to track the achievements of the Alliances in relation to the overall objectives of the program and the Program Logic enables assessment of activities and achievements against these indicators. The Program Logic provides a framework for assessment of the individual activities of Alliances within the program as a whole. The use of Program Logic and an Evaluation Framework allows assessment of activities against intended outcomes in a progression from outputs through to ultimate outcomes. Appendix A contains the Program Logic for the National Women's Alliances, Appendix B populates the Program Logic with achievements of the Alliances and Appendix C contains the Evaluation Framework.

Key questions used to explore issues with each Alliance were designed to provide the structure for information gathering which informed the assessment processes of the review. This enabled the population of the evaluation frameworks for each Alliance and the Program Logic for the program as informed by those evaluation frameworks. An evaluation framework for each Alliance has been drafted based on the existing reporting documentation and elaborated by discussions and meetings with the Alliances. The draft evaluation frameworks were provided to each Alliance in advance of the meetings/discussions to allow them to offer comments or suggest amendments.

The following issues, informed by the existing indicators and the Evaluation Framework, were raised when meeting the Alliances.

- Performance reporting context
  - relevant context considerations for their work in the last 12 months
  - short term and long term emerging issues and their capacity to respond
  - governance arrangements, challenges and effectiveness
  - assessment of support from and relationship with the Department
- Engagement processes – how have women's views been heard/collated/expressed to/informed government
  - target groups (who and how) success of engagement/networking – formal/informal – what has worked/not worked and why?
  - membership base – what does improvement look like – what would we expect in the future?
  - Alliance engagement with government – opportunities and capacity to influence – examples of lobbying/meetings/media coverage etc. – what has worked well and not – what would assist/enable?
- Outputs – key activities
  - consultations, research, membership expansion, advocacy activities – what has worked really well and why/what lessons can be shared?
  - short and long term projects - progress and achievements, with the opportunity to provide examples where appropriate.

4 Key findings

4.1 ENGAGEMENT

The Alliances have structures in place to engage their sector, with broad representative organisational memberships which meet regularly to identify priority issues and develop action plans. Over 180 membership organisations are represented in the Alliances' networks in addition to individual members and associate members.

For example, ERA has 59 member organisations with a national/gender focus, including a mix of grass roots and international members with quarterly membership meetings; AWAVA has 69 organisational members strongly representative of interests in their sector and 21 Advisory committee members; and AMaRWA has a nationally representative board with long standing members of women's organisations located across Australia. As well as 6 organisational members, NATSIWA has over 230 individual members.

Some Alliances have established working groups and advisory groups to involve broader representation in particular projects. AWAVA Working Groups include specialist membership from AWAVA's Friends and Supporters Group or from other targeted areas, as well as representatives of the AWAVA Advisory Group and AWAVA staff.

Surveys have been used to identify issues in some sectors and focus priorities. These have included online surveys around equal pay issues and women's health. The participation of 500 women in a mapping survey around women's health raised the profile of the Alliances in the women's sector.

Alliances have reported drives to increase organisational and individual membership, and have reported general increased reach over the past 12 months. Some Alliances have successfully used web-based campaigns and social media to reach new target audiences, particularly younger women. For example, the NRWC has established a National Rural Women's Network as an on-line meeting space for rural, regional and remote women, which reaches over 250,000 rural families.. Traffic to their website has increased by 150%, and there has been a 200% increase in Facebook likes. They have also used e-learning, social networks and mentoring programs to increase engagement with younger women. ERA has established a Young Women's Advisory Group which has launched a website directed at younger women, as well as Facebook and Twitter. AMaRWA has commenced a young women's training program. AWAVA has 280 subscribers to their e-bulletin. NATSIWA is planning to hold a member's meeting in early 2013 to report back to the members on the activities of NATSIWA in the past two years and to identify issues that should be worked on in the future.

Alliances have worked in partnerships with peak bodies, non-government and community organisations to strengthen capacity for advocacy of Alliances as well as their member organisations and partner organisations.

A significant collaborative project for all Alliances over the last year was the writing of a collective budget submission endorsed by all six Alliances. This project was led by ERA who also organised budget training workshops in each state which were attended by over 80 women.

Alliances also engaged in joint International Women's Day activities. The Alliances were also represented at the ACT Multicultural Festival attended by 260,000 people, and at the Moomba Festival attended by 1.25 million people.

A report developed by AWAVA and NATSIWA on implementation of the Committee on the Elimination of Discrimination against Women (CEDAW) recommendations on violence against women was endorsed by the six Alliances.

The Alliances have collaborated with each other around common sectoral issues for delivery of joint projects. The Alliances have expressed a desire for further joint delivery of projects and improved engagement with the each other. A particular need identified by Alliances is to ensure engagement with women from Aboriginal and Torres Strait Island backgrounds and migrant and refugee women.

The review found that within the constraints of the limited resources available, the Alliances as a whole have extended their reach within the women's sector over the past year, have developed avenues for engaging with younger women and have collaborated well around the joint delivery of combined projects.

4.2 INFLUENCING

The Alliances have developed specialised skills in lobbying government. They have shown an ability to influence government across their identified policy areas. Alliances conduct lobbying directly or through member organisations, as well as working with a range of peak bodies, non-government organisations, and professional and industry groups.

Those Alliances have demonstrated leadership in building relationships with Ministers and Senior Advisors around budget processes, have gained recognition by Government Ministers of affordable housing as an issue for women, and have influenced the agenda for changes to Federal anti-discrimination laws.

Alliances have contributed to a range of Federal Government Inquiries. References have been made in Parliament to issues raised by Alliances e.g. to the *In Her Shoes* campaign. There has been input to the Child Protection Report about Aboriginal children in care and there has been a request from the Attorney General's Department for input into Australia's Fifth report under the Convention on Torture.

Alliances have gained positions on the Australian Bureau of Statistics Gender Statistics Advisory Group, have had representatives selected as People of Australia Ambassadors, secured positions on the National Plan Implementation Panel (to Reduce Violence Against Women and Their Children), and have been invited by Minister Macklin's and Minister Collins' offices for consideration of membership for the new Australian Government initiative, the Children and Family Roundtable.

Some Alliances have built strong research bases for advocacy or are in the process of doing this. Alliances which have built a strong research base for advocacy are now seeking to ensure this translates to advocacy around government policy.

There has been extensive media coverage for some campaigns and projects such as *In Her Shoes*, and Alliances have also gained international recognition for web-based mentoring programs and received positive feedback from the Due Diligence Project coordinator for an Alliance response to an international survey on civil society.

In summary, the review established that over the past year some of the Alliances have developed avenues for influencing government policy and are being heard by the Australian Government. Alliances have gained representation on a range of policy development bodies and have contributed at the Federal level to the discussion of issues affecting women.

4.3 GOVERNANCE AND MANAGEMENT

4.3.1 GOOD GOVERNANCE

Governance is 'the system or process by which organisations are directed, controlled and held to account to ensure that the right decisions are made' (NCOSS 2011).

Elements of good governance are described in Table 1 below.

TABLE 1 – GOVERNANCE ELEMENTS

Element of good governance	Discussion	Comment
Leadership and vision building	It is the responsibility of the board or management committee/steering committee of the Alliance to provide strategic direction and establish and maintain the values and principles on which the Alliance and the program is built	The Alliances demonstrate strong leadership, informed by well-articulated values and principles
Legal responsibilities	The Board/governing body needs to ensure that its legal obligations are met. It must be clear for each Alliance which body this is that has this responsibility	Each Alliance expresses a clear understanding of their responsibilities in this area
Ethical codes and practices	The Board/governing body needs to ensure that its legal obligations are met. It must be clear for each Alliance which body this is that has this responsibility	This Review did not undertaken a detailed assessment of this aspect of the Alliance's governance structures
Alliance structure and operations	Structure should be documented which includes the composition, selection and appointment of members, succession planning, roles and responsibilities, as well as operations – maintaining and improving processes, clarifying responsibilities, delegations of authority	The Alliances are adequately documented in this area
Alliance reporting compliance, project plans and operations	The Alliance needs to operate within a comprehensive policy framework that includes an overarching strategy and operational/delivery plan	The OfW provides a detailed reporting framework which facilitates this requirement
Risk assessment and management	Careful processes of risk assessment and management are implemented and reviewed. These should be documented and publicly available	This area needs attention across the Alliances

Element of good governance	Discussion	Comment
Performance monitoring and management	Each Alliance should be explicit about monitoring its own performance and that of the board/steering committee/reference group and executive officer/s. Evidence should be available of the practice to take any necessary steps to address issues as they may emerge.	The OfW reporting framework enables detailed monitoring of their performance. This Review did not assess the adequacy of their officer or staff performance management.

Source: Adapted from Bradfield and Nyland (cited in NCOSS 2011)

Some Alliances are incorporated; others are located within relevant incorporated organisations. Flexibility with respect to this seems appropriate within the Alliance model as it enables each Alliance to evolve as appropriate. What is important is that each has a governance structure that ensures that the principles of good governance are adhered to and the Department is satisfied that the questions, as outlined in Table 1, are capable of being answered adequately by each Alliance on an on-going basis. Table 2 provides a summary of the governance arrangement for each Alliance.

TABLE 2 – ALLIANCE GOVERNANCE STRUCTURES

ALLIANCE	GOVERANCE STRUCTURE
NRWC	Recently transitioned to a company, with a board structure in place.
ERA	YWCA is the lead organisation and provides management and administrative support
NATSIWA	YWCA is the auspice (NATSIWA looking to incorporate to be an independent organisation in the next 12 months).
eS4W	Network organisation, with an elected Management Group. The member organisations elect council members to the management group – which is the key governing body. Incorporated in NSW, they recently adapted some operating rules to align with the model rules.
AWAVA	Is a network organisation and is managed by the Women's Services Network, which is the peak advocacy body in the area. The Executive of AWAVA which is made up of members of the AWAVA Advisory Group, act as the 'board' for the Alliance. Strong governance and process rules in place.
AMaRWA	Finalising the process of incorporation, becoming a separate organisation from NIRWA. It is now a separate legal entity, as a separately incorporated organisation.

4.3.2

4.3.3 ENSURING A CONSTITUENT VOICE

The composition of the organisation's board, staff and clients/stakeholders should reflect the interests, needs and concerns of the constituency it serves and the community in which it operates. Composition should also reflect the distinct needs of the organisation at its particular stage of development (VCG Governance Matters n.d.).

From the point of view of the Department, the following can assist in establishing the quality of the constituent voice.

TABLE 3 – ORGANISATIONAL COMPOSITION MATTERS FOR CONSIDERATION

THE DEPARTMENTS QUESTIONS FOR THE ORGANISATION	ALLIANCE PRACTICES TO FOCUS ON
Does the Alliance set appropriate levels of board/steering committee/reference group participation for each segment of its constituency?	Inclusion is based on an objective and systematic process. The Alliance should be sensitive to this issue and actively seek to achieve balanced participation of relevant groups and their interests
Does the Alliance ensure that constituent needs are understood and addressed?	Sustainable, diverse structures are in place that allow input to the strategic decisions from all constituent groups. *[Note: These structures may include such things as an advisory council/reference group or Alliances with representative organizations.]*
Are the leadership skills of constituent groups developed?	The Alliance actively cultivates leadership among its constituent groups, especially those on the board by: ▪ accommodating differences, whether in language, culture, ability or experience; ▪ encouraging everyone to speak up; ▪ providing training/mentoring to less experienced board/committee members; ▪ making sure participants are informed about all of the organization's projects and activities.

Source: Adapted from VCG Governance Matters (n.d.)

Each Alliance takes a considered approach to their representativeness and their constituent networks and governing organisations. The reporting requires clear rationale and justification for their representativeness, against which they are all adequate.

Interviews with representatives from OfW indicate that the OfW is encouraged by progress made by Alliances to further develop governance arrangements and clarify key roles and responsibilities particularly taking into account that some Alliances were more established than others.

There continues to be on-going challenges for each Alliance in resourcing their desired level of face to face engagement with their boards/management committees and members, however, they manage to adapt their processes to ensure that the voices of the membership drive their activities.

Each Alliance is concerned to ensure adequate engagement with Aboriginal and Torres Strait Islander women. Many of the Alliances indicated that they were not sure how best to achieve this engagement, and NATWSIA is strongly supportive of assisting the other Alliances with this objective. This continues to be a challenge for the Alliances and there is ongoing discussion within the Alliances around means for achieving this engagement. Reasons for this challenge may include difficulties in finding Aboriginal and

Torres Strait Islander women whose time is not already taken up by a range of activities, and the unreasonable pressure that is often placed on them to be engaged in even more. .

4.3.4 RELATIONSHIPS WITH THE OFFICE FOR WOMEN

Alliances generally feel they have good relationships with OfW and receive good support from them. Alliances have suggested the key strengths in relationships as:

- OfW is strongly supportive of the work of the Alliances and are results orientated.
- OfW is a good source of information.
- OfW supports Alliances' access to Ministers and influencing processes.
- relationships are cooperative.
- OfW provides good support around governance issues.

Suggestions for future strengthening of relationships include:

- greater clarity around autonomy for release of research reports, media releases and other products.
- more streamlined reporting processes.
- a more formalised identification of pathways to key government figures, such as a directory of influential people in areas of interest and advance warnings of key events.

4.4 THE ALLIANCE MODEL

The National Women's Alliance model is strongly supported by Alliances. This review assesses the model as appropriate and robust for its aims with the Alliances filling a significant gap in women's advisory to government. Alliances suggest the advantages of this model include:

- it allows engagement with the government while affording the independence to challenge policy, if needed.
- its structure and aims are compatible with the objectives of the Alliances.
- it provides a link between government and the grass roots experiences of women, which is valuable particularly for marginalised women.
- it brings the expertise and experience of women and women's networks to government.

Alliances would generally welcome activities to strengthen relationships across the Alliances.

As part of the process of maturity for the Alliances, it will be useful for the Alliances to take more responsibility for the nature of their collaboration and in shaping the support they receive from the OfW. As more mature organisations, they are each developing views about the kinds of input from the OfW, as well as from each other that they would find useful. They seek more shared learnings from each other, they are generally keen to know more about and have relationships facilitated with key players in government across their areas of interest, and they would welcome briefings during their face to face meetings on the key policy directions of government of relevance to their interests.

4.5 KEY ACHIEVEMENTS

Over the past year the National Women's Alliances have: strengthened governance structures; undertaken a range of research projects which provide an evidence base for advocacy around issues affecting women; increased the reach of Alliances amongst women; and raised the profile of Alliances and issues within their sector with Government Ministers and their Departments.

4.5.1 INCREASED REACH OF ALLIANCES

Alliances have reported general increases in memberships, increased website hits, and there has been good coverage of campaigns in electronic and print media. Engagement with younger women, rural women, women from Aboriginal and Torres Strait Islander backgrounds, and migrant and refugee women has increased. Advocacy campaigns such as *In Her Shoes* presenting the experiences of migrant and refugee women, the equal pay message and the Toolkit for Prevention of Violence Against Women have raised the profile of the Alliances. Alliances have reached younger women through the establishment of young women's advisory committees, specific websites for younger women, use of social media such as Twitter and Facebook, and training and mentoring programs targeting young women.

4.5.2 INCREASED PROFILE WITH GOVERNMENT

Alliance members have attended a range of political events; held face to face meetings with Government Ministers, Senators, Opposition Members and Independent Members of Parliament; and working relationships have been developed with Ministers and their advisors.

Alliances have contributed to discussions at the Federal Government level through a number of submissions, including:

- the Budget process;
- the Discussion Paper from Attorney General's Department on Federal Anti-Discrimination Laws;
- the Australian Law Reform Commission around Family Violence and Commonwealth Law;
- the development of a National Affordable Housing Framework; and
- input into the Fair Work Amendment (Textile, Clothing and Footwear Industry) Bill passed in 2012.

There has also been a request from the Attorney General's Department for an Alliance to provide input into Australia's Fifth Report under the convention of torture.

Representation of national and international policy development bodies include:

- membership on the Australian Bureau of Statistics Gender Statistics Advisory Group;
- representatives selected as People of Australia Ambassadors;
- representation of immigrant and refugee women's perspective at the Human Rights Commission and the National Multicultural Advisory Round Table;
- National Plan Implementation Panel (to Reduce Violence Against Women and Their Children);
- Representatives have been invited by Minister Macklin's and Minister Collins' office for consideration of membership for the new Australian Government initiative, the Children and Family Roundtable.

In summary, the review found the range of the Alliances engagement activities is appropriate and there are strong links between their lobbying and influencing process and the desired ultimate program logic outcomes of:

Informed government decisions on improved gender equality through coordinated whole of government advice and support for women's economic security, safety and leadership

Table 4 overleaf summarises the Alliances' key achievements.

TABLE 4 – ACTIVITIES AGAINST PROGRAM OBJECTIVES

TARGET GROUPS AND ISSUES FOCUS	ENGAGEMENT PROCESSES	ACTIVITIES AND OUTPUTS INCLUDING LOBBYING	INTERMEDIATE OUTCOMES	ILLUSTRATIONS OF PROGRAM OUTCOMES
Aboriginal and Torres Strait Islander Women Rural Women Migrant and Refugee Women Violence Economic security Equality	Surveys Research Board membership Engagement with member organisations and networks Capacity building sector groups Use of websites and social media Media	Production of reports, position papers, education kits and campaigns Membership of boards and appointment to government and international advisory positions Presentations and speakers at a range of political and media events. Extensive media coverage Alliance members at political events; face to face meetings with Government Ministers, Senators, Opposition members and Independent Members of parliament.	Influencing budget process Direct inputs into government policy on Federal Anti-Discrimination Laws; to the Australian Law Reform Commission around Family Violence and Commonwealth Law. Representation of women's NGO's on national and international policy development bodies including membership on the ABS Advisory Board; representatives selected as People of Australia Ambassadors; representation of migrant and refugee women's perspective at human rights commission and national multicultural advisory round table; National Plan Implementation Panel; consideration of membership on Children and Family roundtable Input into Australia's Fifth Report under the convention of torture	Informed government decisions on improved gender equality through coordinated whole of government advice and support for women's economic security, safety and leadership Achieved input into budget outcomes for women through budget submission process; key inputs into the Henry Tax Review. Development of a National Affordable Housing Framework and ongoing work with government to establish national, viable, long-term, funded housing policy. Changes to the Fair Work Amendment (Textile, Clothing and Footwear Industry) Bill passed in 2012.

4.6 KEY ISSUES

An issue for some Alliances to consider is the potential for their agendas to be too broad and insufficiently focussed. There is a need in these cases for a strategic prioritisation of activities based on a documented needs assessment, as well as the priorities of their membership.

Lack of succession planning was identified by this review as an issue. Alliances with small staff numbers are at risk of losing expertise unless strategies are in place for the transition of this expertise to the next generation of leaders.

Balancing the demands of resourcing staff with the demands of funded project is an issue for Alliances. There is a need for flexibility around project delivery to ensure responsiveness to emerging issues and priorities in the Alliances' sectors. Mechanisms need to be developed to manage the competing demands between being proactive and being reactive.

Some Alliances have developed a strong research base for advocacy, but have not yet translated this into direct avenues to influence government. In these cases it would be useful to develop advocacy strategies.

The achievements of the Alliances are strengthening over time as new Alliances consolidate their efforts. This review found that each Alliance is delivering quality outcomes against agreed performance and focus areas over the second year of the program.

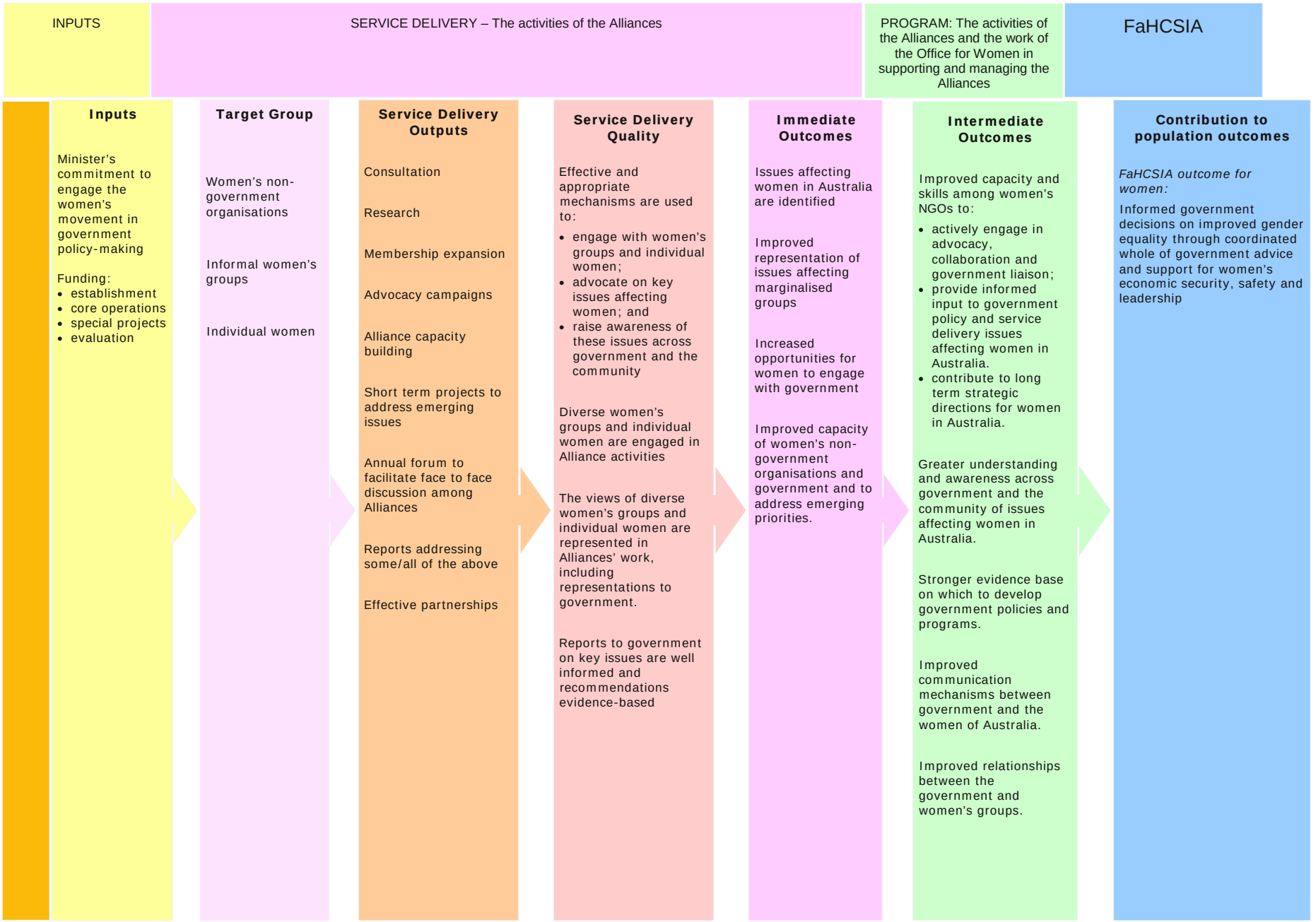
5 Ways Forward

These are based on the assessment of the progress of the Alliances against the stated objectives of the program, and the kinds of activities which may further assist them with their achievements.

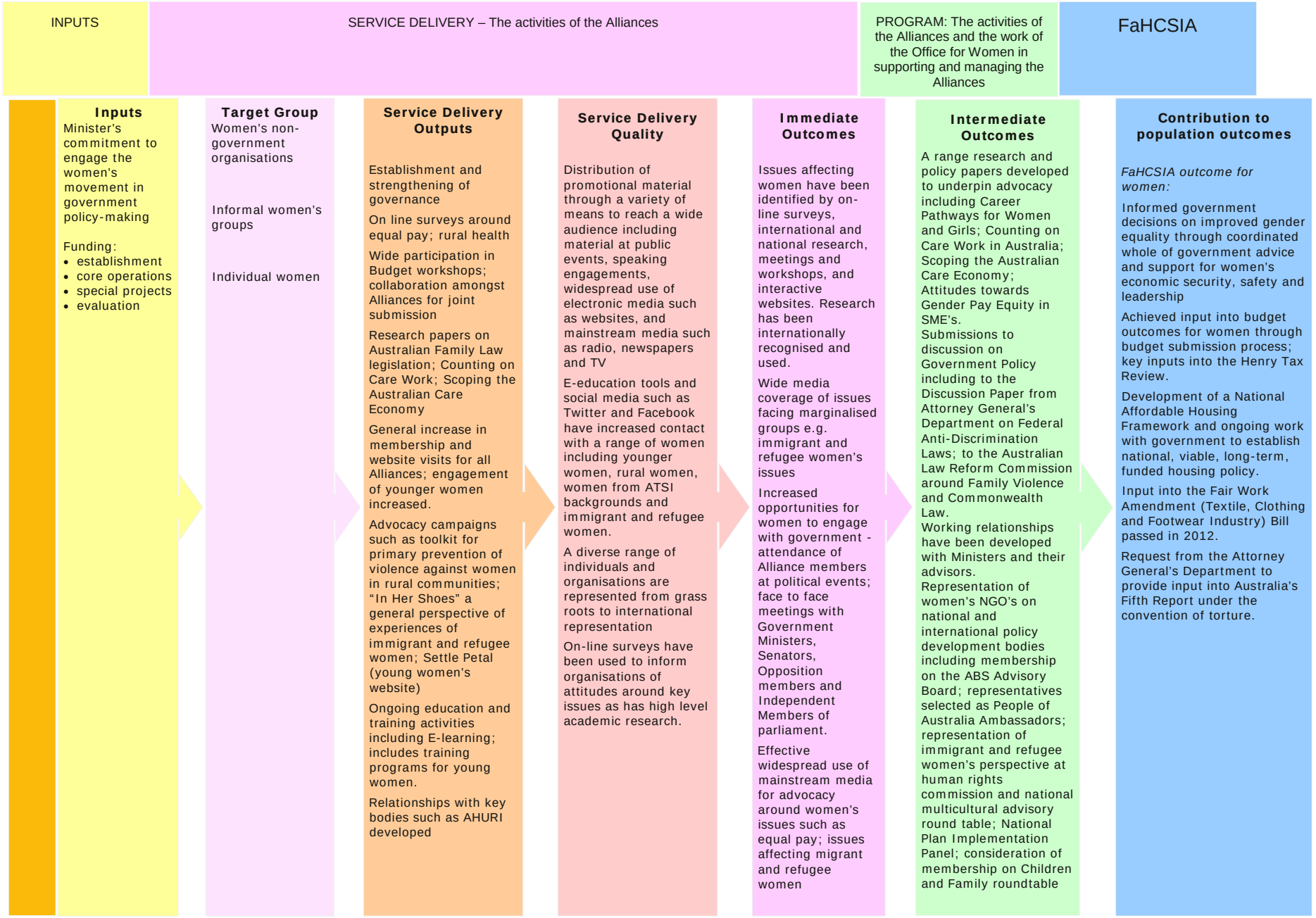
It is suggested that:

- Based on their demonstrated successes against the program objectives, supporting their continued access to government will allow the Alliances to continue to take a lead in ensuring the voices of women are heard.
- Alliances explore ways of recruiting experienced paid staff to continue to strengthen their engagement with their networks and members.
- Each of the Alliances strengthen their governance for the future by developing written succession plans for their staffing and delivery infrastructure.
- All Alliances include their strategies for promoting younger women into decision making positions in the Annual Work Plans.
- Each Alliance builds its own capacity by developing a sector/population needs analysis and a documented community engagement and stakeholder management plan.
- Relevant training be made available to all Alliances in needs analysis and stakeholder and community engagement.
- NATSIWA work with the other Alliances to ensure they have access to and participate in appropriate Aboriginal cultural awareness training.
- The Alliances strengthen their collaboration with each other through on-going communication between chairs and program managers, at a minimum of four times per annum.
- Each of the sector based Alliances (NATSIWA, NRWC and AMaRWA) identify capacity in each Annual Work Plan to respond to requests for assistance with engagement of their population groups by government.
- Reporting processes are streamlined.
- The Annual Forum planning be delegated to the Alliances, encouraging them to take responsibility for articulating their support needs.
- The OfW clarify the autonomy and sign off requirements for the Alliances when they seek to publicly release reports, media statements and position papers.

Appendix A Program Logic for the National Women's Alliances


INPUTS
SERVICE DELIVERY – The activities of the Alliances
PROGRAM: The activities of the Alliances and the work of the Office for Women in supporting and managing the Alliances
FaHCSIA
Inputs
Minister's commitment to engage the women's movement in government policy-making
Funding:
establishment
core operations
special projects
evaluation
Target Group
Women's non-government organisations
Informal women's groups
Individual women
Service Delivery Outputs
Consultation
Research
Membership expansion
Advocacy campaigns
Alliance capacity building
Short term projects to address emerging issues
Annual forum to facilitate face to face discussion among Alliances
Reports addressing some/all of the above
Effective partnerships
Service Delivery Quality
Effective and appropriate mechanisms are used to:
engage with women's groups and individual women;
advocate on key issues affecting women; and
raise awareness of these issues across government and the community
Diverse women's groups and individual women are engaged in Alliance activities
The views of diverse women's groups and individual women are represented in Alliances' work, including representations to government.
Reports to government on key issues are well informed and recommendations evidence-based
Immediate Outcomes
Issues affecting women in Australia are identified
Improved representation of issues affecting marginalised groups
Increased opportunities for women to engage with government
Improved capacity of women's non-government organisations and government and to address emerging priorities.
Intermediate Outcomes
Improved capacity and skills among women's NGOs to:
actively engage in advocacy, collaboration and government liaison;
provide informed input to government policy and service delivery issues affecting women in Australia.
contribute to long term strategic directions for women in Australia.
Greater understanding and awareness across government and the community of issues affecting women in Australia.
Stronger evidence base on which to develop government policies and programs.
Improved communication mechanisms between government and the women of Australia.
Improved relationships between the government and women's groups.
Contribution to population outcomes
FaHCSIA outcome for women:
Informed government decisions on improved gender equality through coordinated whole of government advice and support for women's economic security, safety and leadership

Appendix B Program logic against achievements


INPUTS
SERVICE DELIVERY – The activities of the Alliances
PROGRAM: The activities of the Alliances and the work of the Office for Women in supporting and managing the Alliances
FaHCSIA
Inputs
Minister's commitment to engage the women's movement in government policy-making
Funding:
• establishment
• core operations
• special projects
• evaluation
Target Group
Women's non-government organisations
Informal women's groups
Individual women
Service Delivery Outputs
Establishment and strengthening of governance
On line surveys around equal pay; rural health
Wide participation in Budget workshops; collaboration amongst Alliances for joint submission
Research papers on Australian Family Law legislation; Counting on Care Work; Scoping the Australian Care Economy
General increase in membership and website visits for all Alliances; engagement of younger women increased.
Advocacy campaigns such as toolkit for primary prevention of violence against women in rural communities; "In Her Shoes" a general perspective of experiences of immigrant and refugee women; Settle Petal (young women's website)
Ongoing education and training activities including E-learning; includes training programs for young women.
Relationships with key bodies such as AHURI developed
Service Delivery Quality
Distribution of promotional material through a variety of means to reach a wide audience including material at public events, speaking engagements, widespread use of electronic media such as websites, and mainstream media such as radio, newspapers and TV
E-education tools and social media such as Twitter and Facebook have increased contact with a range of women including younger women, rural women, women from ATSI backgrounds and immigrant and refugee women.
A diverse range of individuals and organisations are represented from grass roots to international representation
On-line surveys have been used to inform organisations of attitudes around key issues as has high level academic research.
Immediate Outcomes
Issues affecting women have been identified by on-line surveys, international and national research, meetings and workshops, and interactive websites. Research has been internationally recognised and used.
Wide media coverage of issues facing marginalised groups e.g. immigrant and refugee women's issues
Increased opportunities for women to engage with government - attendance of Alliance members at political events; face to face meetings with Government Ministers, Senators, Opposition members and Independent Members of parliament.
Effective widespread use of mainstream media for advocacy around women's issues such as equal pay; issues affecting migrant and refugee women
Intermediate Outcomes
A range research and policy papers developed to underpin advocacy including Career Pathways for Women and Girls; Counting on Care Work in Australia; Scoping the Australian Care Economy; Attitudes towards Gender Pay Equity in SME's.
Submissions to discussion on Government Policy including to the Discussion Paper from Attorney General's Department on Federal Anti-Discrimination Laws; to the Australian Law Reform Commission around Family Violence and Commonwealth Law.
Working relationships have been developed with Ministers and their advisors.
Representation of women's NGO's on national and international policy development bodies including membership on the ABS Advisory Board; representatives selected as People of Australia Ambassadors; representation of immigrant and refugee women's perspective at human rights commission and national multicultural advisory round table; National Plan Implementation Panel; consideration of membership on Children and Family roundtable
Contribution to population outcomes
FaHCSIA outcome for women:
Informed government decisions on improved gender equality through coordinated whole of government advice and support for women's economic security, safety and leadership
Achieved input into budget outcomes for women through budget submission process; key inputs into the Henry Tax Review.
Development of a National Affordable Housing Framework and ongoing work with government to establish national, viable, long-term, funded housing policy.
Input into the Fair Work Amendment (Textile, Clothing and Footwear Industry) Bill passed in 2012.
Request from the Attorney General's Department to provide input into Australia's Fifth Report under the convention of torture.

Appendix C Evaluation framework

The following table translates the Program Logic (Section 3) into a practical framework for evaluation. The far left-hand column sets out an interpretation of the Program Logic and the columns to its right provide the information required to assess its implementation. The table is intended to be read from bottom (needs that the Program responds to) to top (ultimate outcomes of the Program).

The framework is structured to step through the identification of the needs to which the Program seeks to respond; the activities and deliverables undertaken as part of the activities of the Alliances and the Office for Women (OfW) in supporting and managing the Program; and the anticipated response, impact and achievements of the Program. It establishes questions, expectations and measures to assess appropriateness, efficiency, effectiveness and process (of the activities of the Alliances and the management and governance of the Program).

As a guide, it should be noted that at each framework level, it is useful to ask different kinds of evaluation questions. For instance:

- **Needs –** the evaluator should ask questions about *appropriateness*, focusing on the adequacy of the evidence base that informs Alliance projects and their relevance or alignment with OfW priorities.

- **Deliverables/activities for the Alliances –** the questions are both about *appropriateness* of the activity i.e. alignment of activities with the needs as they are understood, and the *efficiency* of the implementation.

- **Immediate outcomes –** these questions explore the extent to which the activities are having the *direct results (effectiveness, process)* they were designed to have.

- **Intermediate outcomes –** these questions relate to the *system-level impacts and behavioural and attitudinal change generated (effectiveness and efficiency)* by the Alliance strategies.

- **Ultimate outcomes –** these questions relate to the *cumulative effects (effectiveness)* of the Alliances, particularly in terms of impact on public policy and the profile of women's issues for government.

To evaluate the National Women's Alliances, the Office for Women will populate columns 5 and 6 of Table 5. Column 5 is for reporting Alliance information and data, and column 6 is to apply and report the higher level and more reflective findings as described in column 6 (these columns are left white). Information for columns 5 and 6 can be drawn from the Annual Progress Reports.

Table 5 – Evaluation framework (the colours below link with the colours of the Program Logic)

Program Logic WHAT	Evaluation Framework – conceptualisation of success and measurement HOW		Data collection and reporting EVALUATION REPORTING		OfW use of evaluation data for Program management USE OF EVALUATION
Outcomes Hierarchy ***(Operationalising Program Logic)***	**Measures**		**This column identifies where in the Annual Progress Report (APR) and the Quarterly Progress Update (QPU) the information to populate columns five and six can be located.**	**Examples of the type of information Alliances may provide**	**Evaluation output use** **OfW uses evaluation findings for reporting success and for adaptive management**
	Evaluation questions **(Guiding questions for framing data collection)**	**Process** **(Activities for different levels of outcomes conceptualised to guide measurement)**			
Ultimate outcomes – Broad focused advancement for gender equality					
Informed government decision making Improved profile of women's issues for government	Contribution to outcomes for women	Views of women inform government policy and decision making Women's movement access to government increased	▪ APR Part 2.	▪ Policy changes ▪ Impact of women's views on government policy and processes ▪ Examples of influence of Alliances 'seat at the table' etc	Reporting Alliance success
Intermediate outcomes – Advancing the Issues – what changed					

Program Logic WHAT	Evaluation Framework – conceptualisation of success and measurement HOW		Data collection and reporting EVALUATION REPORTING		OfW use of evaluation data for Program management USE OF EVALUATION
Outcomes Hierarchy ***(Operationalising Program Logic)***	**Measures**		**This column identifies where in the Annual Progress Report (APR) and the Quarterly Progress Update (QPU) the information to populate columns five and six can be located.**	**Examples of the type of information Alliances may provide**	**Evaluation output use** **OfW uses evaluation findings for reporting success and for adaptive management**
	Evaluation questions **(Guiding questions for framing data collection)**	**Process** **(Activities for different levels of outcomes conceptualised to guide measurement)**			
Measurable influencing strategies Improved coordination of the women's movement	Demonstrated impacts on government policy and decision making processes Demonstrated collaboration between Alliances	Increase in lobbying and advocacy around issues important to women Coordinated efforts by the Alliances	▪ APR Part 1.c) and Part 1.b)	▪ Desired changes in media coverage of an issue ▪ Calibre of people met ▪ Numbers of meetings ▪ Invitations to present ▪ Invitations to advise/comment ▪ Invitations to significant events ▪ Critical incidents ▪ Stories ▪ Case studies ▪ Measures in changes in attitudes	OfW facilitation of influencing activities
Immediate outcomes – what was achieved					
Work Plans which respond to the issues	Work Plans achieved Alliances	Women's Alliances activities being implemented effectively	▪ APR Part 1. d) ▪ APR Part 1. b) and e)	▪ Media hits ▪ Distribution of reports ▪ Distribution of kits ▪ Assessment of partnership strength	OfW management of reporting processes to enable reflective management by the Alliances

Program Logic WHAT	Evaluation Framework – conceptualisation of success and measurement HOW		Data collection and reporting EVALUATION REPORTING		OfW use of evaluation data for Program management USE OF EVALUATION
Outcomes Hierarchy ***(Operationalising Program Logic)***	**Measures** **Evaluation questions** **(Guiding questions for framing data collection)**	**Process** **(Activities for different levels of outcomes conceptualised to guide measurement)**	**This column identifies where in the Annual Progress Report (APR) and the Quarterly Progress Update (QPU) the information to populate columns five and six can be located.**	**Examples of the type of information Alliances may provide**	**Evaluation output use** **OfW uses evaluation findings for reporting success and for adaptive management**
Strengthened capacity of Alliances to respond to the issues	strengthen Lessons learned, capacity for reflection and change			▪ Enhanced participation of marginalised groups ▪ Quotes/photos/videos ▪ Attracting additional funding ▪ Increased collaboration between Alliances ▪ Evidence of coordination of activities leading to efficiencies	
Deliverables / activities – what did the Alliances do?					
Development of priority issues Broad engagement of women, especially marginalised women	Process by which engagement, lobbying, and networking occurs	Demonstrated engagement by women in setting agendas for action	▪ APR Part 1.a) ▪ APR Part 3. ▪ QPU Part 2.	▪ Numbers of meetings – stakeholders, membership, Alliances ▪ Quotes, photos ▪ Increased capacity of membership base ▪ Annual Activity Work Plans	OfW management of reporting processes to enable reflective management by the Alliances

Program Logic WHAT	Evaluation Framework – conceptualisation of success and measurement HOW		Data collection and reporting EVALUATION REPORTING		OfW use of evaluation data for Program management USE OF EVALUATION
Outcomes Hierarchy ***(Operationalising Program Logic)***	**Measures**		**This column identifies where in the Annual Progress Report (APR) and the Quarterly Progress Update (QPU) the information to populate columns five and six can be located.**	**Examples of the type of information Alliances may provide**	**Evaluation output use** **OfW uses evaluation findings for reporting success and for adaptive management**
	Evaluation questions **(Guiding questions for framing data collection)**	**Process** **(Activities for different levels of outcomes conceptualised to guide measurement)**			
Membership base strengthened					
Needs					
Government desire to engage women in decision making	Government's commitment to engage women in decision making; Funding – establishment, core operations, special projects	OfW engagement of Alliances and government in the Program establishment and operation	▪ APR Part 4. ▪ QPU Part 3.	▪ Support and management of Alliances by OfW ▪ Success of the Forums	Facilitation of Alliances access to government Facilitation of government's responsiveness to view of women Supportive management of Alliances Enabling Alliance success

SYDNEY

Level 21, 321 Kent Street
Sydney, NSW 2000
t 02 8233 9900
f 02 8233 9966

MELBOURNE

Level 12, 120 Collins Street
Melbourne, VIC 3000
t 03 8663 4888
f 03 8663 4999

BRISBANE

Level 7, 123 Albert Street
Brisbane, QLD 4000
t 07 3007 3800
f 07 3007 3811

PERTH

Level 1, 55 St Georges Terrace
Perth, WA 6000
t 08 9346 0500
f 08 9221 1779

Australia • Asia • Middle East
urbis.com.au
info@urbis.com.au