



# Motivating Changes in Management

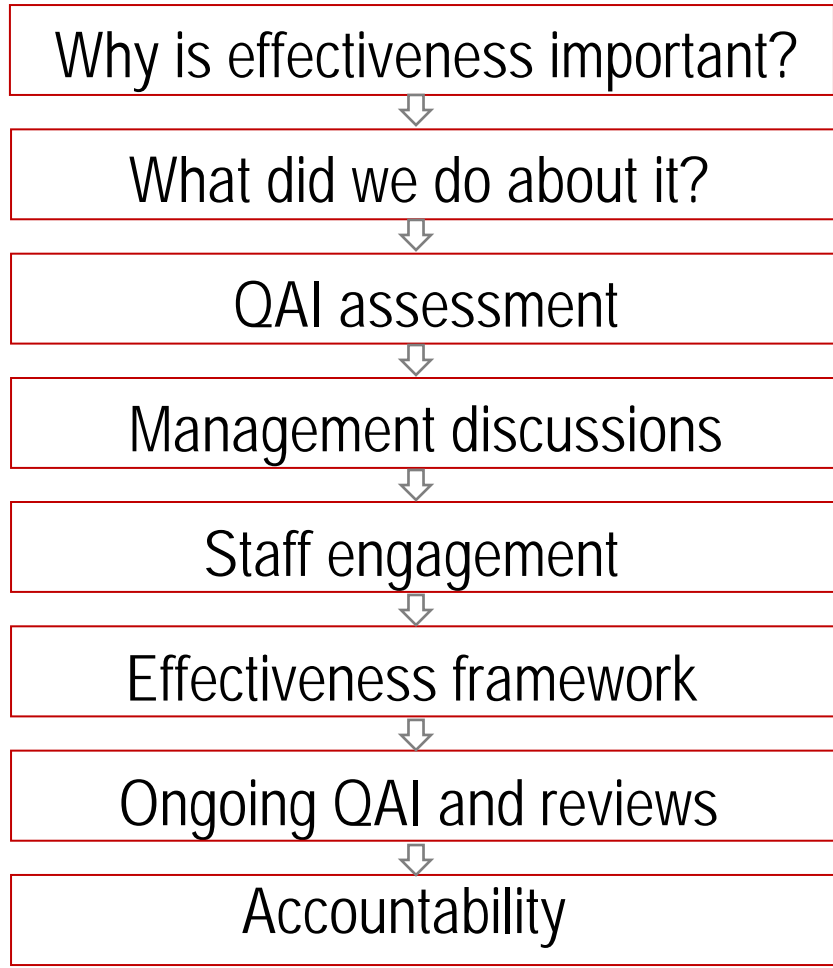
Effectiveness in Practice  
28 November 2008



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# The Journey

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# The Questions

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Why is effectiveness important to Cardno?  
What did we do about it?



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## The QAI Cauldron: mid-2007

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Some observations from the QAI process.

- The weeds
- Developmental psycho-babble
- Program ratings
- Contractual minutiae
- Effectiveness importance
- Communication with the client
- People



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# The Management Review

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## Outcomes:

- Effectiveness ≠ contract management
- Effectiveness ≠ M&E
- Effectiveness ≠ compliance
- Effectiveness ≠ AusAID
- Need to change the conversation with clients
- Some systems and work practices getting in the way
- Need organisational and cultural change



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# Cardno Effectiveness Framework

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# Fluff or Substance?

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## Embedding the framework

- Teams established to implement framework: HO and field
- Changes to policies, systems, procedures
- Ongoing QAI: completed third round, all ODA clients
- Effectiveness reviews, e.g. AADCP, Afghanistan
- Six-monthly management review
- Good practice notes
- Roll-out to private clients



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# Fluff or Substance? The hard bit...

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## Accountability

- KPIs established across all of management
- Cardno Acil Annual effectiveness report
- Built into staff contracts and performance assessments



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## Conclusion

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Change is ongoing

Change has been and will continue to be hard work

Change is across all of the company

Above all, change is cultural



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# Effectiveness Framework

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*Effective development is our business.*



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