A CASE STUDY OF KAIZEN: THE AUSTRALIAN NGO COOPERATION PROGRAM (ANCP)

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What was the ODE ANCP Evaluation?

How did DFAT implement the recommendations?

What next?
ANCP Fast Facts
$132.5 million in 2018-19
57 Australian NGOs
50+ countries
>450 projects

44 YEAR OLD GLOBAL PROGRAM
- Confirmed ANCP is a successful & highly valued program

- DFAT considered process as important as outcome
KAIZEN

A Japanese business philosophy of continuous improvement in working practices, personal efficiency, etc.; hence, an improvement in performance or productivity.

*Oxford English Dictionary*

AKA: Toyota principle
ODE EVALUATION OF ANCP RECOMMENDATIONS

1. formalising funding arrangements through a transparent **funding allocation policy**
2. the relationship between **accreditation levels** (currently two) and funding tiers
3. clarify the **role of Posts** in the ANCP
4. build upon the ANCP **monitoring, evaluation and learning** framework (MELF)
5. new approaches to improve the **sharing of lessons**
REC 1: FUNDING

➢ ‘back to basics’: recognised development expenditure (RDE)

➢ Agreed principles with the sector:
  • consistency
  • transparency
  • org capacity & community support
  • Flexibility

➢ Phased implementation
REC 2: CLARIFYING LEVELS

Accreditation:
• Base: $150,000
• Full: $300,000

Principles of Engagement:
• Transparency
• Mutual accountability
• Continuous improvement
• Respect for independence
REC 3: POSTS

➢ Focal point at Post

➢ Strategic role for Posts in program management

➢ M&E Visits (E = Engagement)

➢ Public Diplomacy

➢ Info: accessible & useful
REC 5: LEARNING

➢ Work in progress:

• Annual Reflections Workshops

• Roundtables in-country

• Thematic areas trialling M&E thematic review

• Learning Event later in 2019
LESSONS & WHERE TO NEXT?

➢ Partnership

➢ Accreditation: linked to professionalism

➢ Through MEL Reference Group implement Data Validation recommendations:
  • Refresh Program Logic
  • Improve learning

ANCP: A Case Study of Kaizen; ANU Aid Conference February 2019
KAIZEN: CONTINUOUS IMPROVEMENT!

THANK YOU