

CV: KATE AVERILL

| | | |
|--|--|---|
| Name | Kate Averill |  |
| Nationality | New Zealand Languages: English, French (basic), German (basic), Pidgin (basic). | |
| Country/regional experience | Australia, Vanuatu, Solomon Islands, Indonesia, Papua New Guinea, Tonga, Fiji, Philippines, Cambodia, Laos, Nepal, Pakistan, Sri Lanka, India, Jordan, Botswana, UK, Germany, United States, New Zealand | |
| Relevant qualifications | | |
| Academic qualifications | <ul style="list-style-type: none"> • PhD in the Design and Use of Results Management Frameworks, Massey University, New Zealand, in progress • Post Graduate Diploma in Evaluation Research, Massey University, New Zealand, 2008 • Masters Business Administration, Henley Management College, UK, 2004 • Post Graduate Diploma Teaching (Geography & Outdoor Ed.), University of Canterbury, New Zealand, 1987 • Bachelor Science (Geography), Otago University, New Zealand, 1985. | |
| Professional organisation memberships | <ul style="list-style-type: none"> • Member of Aotearoa New Zealand Evaluation Association, Board member 2010-2012. • Member of Australasian Evaluation Society • Member of American Evaluation Association. • Member of Wellington Evaluation Group, New Zealand. • Member of Port Nicholson Rotary Club Wellington. | |

Professional experience

Kate Averill has over 20 years' experience in management, strategic planning and evaluation. She has worked extensively in the public and private sectors in New Zealand and internationally. Kate has proven expertise in strategy development, and designing monitoring and evaluation systems. These systems include outcomes frameworks, logic models, and performance indicators. She is skilful in identifying existing and additional data sources and setting up ongoing monitoring and reporting of strategy, policy, and programmes.

As founder and Executive Director of EvalStars Limited, Kate leads the company's governance and strategic direction by initiating and successfully working in partnership with clients nationally and internationally to develop, implement, and embed evaluative services. She leads a dynamic multidisciplinary team of experienced consultants who specialise in offering clients results-focused governance, management, planning, monitoring, evaluation and research. The scope and number of projects delivered nationally and internationally has grown with the consulting group's established reputation as a provider of pragmatic and innovative monitoring, evaluation, and research services that support quality performance management of organisations, projects, and programmes.

Kate takes a strong entrepreneurial leadership approach to her work, which includes:

- provides thought leadership for the business and clients, offering new solutions and ensuring quality assurance standards are implemented
- takes a lead role to bring in new clients and projects, delivering high quality proposals, lead development and networking
- provides solutions for clients, building capability, offering support and coaching to deliver quality outcomes
- leads the design, development and delivery of projects, supporting clients to embed best practice into their business-as-usual.

Project experience

Project Lead, Evaluative services for the Otago-Southland Regional Transport Committee, June 2017 – current. Kate is leading the development of an evaluation scheme for the Otago Southland Regional Land Transport Plans (RLTPs), which includes an evaluative model to be able to measure the desired outcomes, key problems and benefits of the wider RLTPs

Project Lead, Evaluative Services for Taratahi Agricultural Training Centre – Organisational and capability development pathway for Taratahi July 2017 – August 2017.

Kate led the design of the pathway for Taratahi to develop an outcomes model based on their Whare design which was intended to be used as a working model by the senior leadership team. Kate ran a workshop with the senior leadership team to discuss reporting and ways of working and measuring outcomes using the draft outcomes model. Kate undertook Key Informant Interviews (KIIs) to inform the model and data collection to identify existing data sources, i.e., annual staff survey and feedback surveys after each professional development (PD) training.

Project Lead, Te Ataarangi He Kāinga Kōrerorero, Te Ataarangi, August 2016 – March 2017. This is a te reo Māori programme run by Te Ataarangi, focused on the revitalisation of te reo Māori in homes across New Zealand. Kate was a team leader for a collaborative aromātai/evaluation to assess the effectiveness of the programme and to co-design a model which could be used moving forward. The purpose of the aromātai/evaluation was to evaluate He Kāinga Kōrerorero's contribution to stakeholder goals. Additionally, the aromātai/evaluation evaluated the effectiveness of the programme over the last year and identified ways to tailor future inputs. Kate co-designed a user-friendly model and an online progress tracking system with Te Ataarangi to meet the requirements of the programme and the needs of Te Ataarangi.

Quality assurance specialist, Cardno – Labour Mobility Assistance Program (LMAP) Tongan Worker Study, September 2016 – August 2017. Kate was peer reviewer and quality assurance specialist for this project. The evaluation team identified and unpacked drivers behind seasonal workers from Tonga breaching visa conditions while working in Australia on the Tongan Seasonal Worker Program (SWP). The research identified both potential means and practical solutions to reduce or prevent workers breaching their visa conditions. The project involved fieldwork in both Tonga and Australia, interviewing government officials, workers and employers for the programme.

Project Lead, Eastern and Central Community Trust (ECCT) – Wairarapa Rural Education Activities Programme – Maths is Fun Programme Evaluation, September 2016 – March 2017. Kate led this evaluation to critically assess the Maths is Fun programme to determine its viability for future delivery of outcomes in relation to return on investment and ECCTs strategic plan. The evaluation team evaluated how effective, efficient and appropriate the current framework whilst working constructively with key stakeholders to ensure the evaluation was conducted in a non-disruptive way. The evaluation identified opportunities to build capability with Wairarapa REAP and ECCT so that relevant elements of the evaluation framework developed can be built on as part of their ongoing monitoring and evaluation of the programme.

Peer review, Pacific Technical Assistance Programme, Ministry of Foreign Affairs and Trade, March 2015 – June 2016. Kate was peer review in the evaluation of the PacificTA, a Technical Assistance Facility providing expertise from local government in New Zealand to Pacific Island countries. This project included fieldwork in the Cook Islands, Samoa, and Kiribati which involved extensive stakeholder engagement via key informant interviews and an online stakeholder survey. The findings and recommendations will be used to inform changes to the facility's design for the future funding rounds.

Project lead, New Zealand Qualifications Authority (NZQA) – Workshop Series, 2016. Kate worked with NZQA Assessment Division to develop and facilitated three workshops focused on building NZQA staff capability and capacity in evaluation methods. Workshops covered framework design and

aligning evaluation methods; concept for working system and roles and responsibilities; and practical evaluation methods and tools, ethics and implementation capacity. Participants were able to develop their knowledge and skills in these areas using an online learning programme to develop a way of working system.

Peer Review, Post Project Review Comprehensive Clinical Assessment (interRAI) in Aged Residential Care, 2016. Kate was peer review on this post-project review of the Comprehensive Clinical Assessment (interRAI) Project, commissioned by interRAI Services, Central Region's Technical Advisory Services Ltd New Zealand (TAS). This review included using quantitative and qualitative Rapid Evaluation Appraisal Methods developed for and used in evaluation of international development assistance initiatives. This mixed-method research design approach included gathering information from multiple sources, including a survey of facility managers from approximately 700 aged-care residential (ACR) facilities, and more in-depth interviews with a purposeful example of ARC providers. The review used a consultative approach undertaken in a professional and ethical manner and adhered to the Australasian Evaluation Society principles for ethical conduct for evaluations, and OECD DAC Quality Evaluation Standards.

Project Director/Results Management Specialist. Ginigoada Business Development Foundation, Papua New Guinea, 2013 – current. The evaluation teams input to this program, directed and managed by Kate, has created and embedded a way of working and results management system that allows Ginigoada to track and systematically evaluate progress of participants on their bus program, and the impacts. This system has evolved over past three years in working collaboratively with Ginigoada as the organisations has scaled to over 20,000 participants in multiple locations and tailored interventions. The ELM integrated platform is embedded in Ginigoada management systems and capacity created in order for local staff to manage the platform to meet the needs and assess outcomes in terms of client and stakeholder deliverables. Participants can access or be followed up as required to input into the integrated platform from any device that can access the web – commonly mobile phones.

Project Lead, Ako Aotearoa and Evaluation Consult Workshop Series, 2013 – current. Led by Kate, EvalStars Limited has a partnership with Ako Aotearoa (national centre for tertiary teaching excellence) to develop and deliver a series of workshops to Tertiary Training Organisations (TTOs) (except universities). This New Zealand Qualifications Authority (NZQA) supported the development of this workshop series, which aims to assist TTOs improve their self-assessment processes to meet both NZQA quality assurance requirements, as well as their own internal continuous improvement processes. Kate re-designed workshop content and developed a tertiary education exemplar outcomes model to support organisations to embed a way of working to achieve results.

High Level Strategic Input into Results Management System for Labour Mobility Assistance Program (LMAP), 2014-2015. This project included developing a framework under which the team could fully develop a Results Management System, this included a revised and agreed ToC. Additional risks were included in a revised Risk Management Plan (RMP), identified through the revision of ToC. Elaboration of the Results Management System (monitoring and evaluation framework) to align it with the revised ToC, including the key high level impact, outcome and output indicators for the programme. An agreed collaborative engagement model was developed that embedded capacity building (ways of working).

This included an embedded evaluative management approach, integrated strategic and operational planning, capability building, monitoring, evaluation activities and assessment, reflective practice, and reporting. As part of an overall Results Management System approach identified the key data collection tools required for ToC and results measurement framework that could be adapted, modularised and scaled to meet potential future needs across an integrated embedded shared platform.

Project Lead, The Department of National Planning and Monitoring, Papua New Guinea 2014-2015.

Kate led the evaluation team to support Papua New Guinea Governments' Department of National Planning and Monitoring's review of progress 2011-2015 embedding sustainable development and building national evaluative capability and capacity during this process. The project aimed to bridge the medium-term development plan adopted in 2010 with the Development Strategic Plan 2030 and the Vision 2050. We supported data collection from over 38 government sectors to establish an accurate snapshot of where the country currently sat. The data informed the development of a bridging plan based on reliable data that sets realistic and achievable targets for the 38 sectors. The plan demonstrated Minister Abel's determination to make a paradigm shift towards a greener and more sustainable path to development in PNG while still making progress towards the human development indicators as established by the United Nations. SharePoint® was used to store and share data, policy documents, interview data, miscellaneous articles and sources of information and outcomes models.

Indonesia, Team Leader and Strategic Management and M&E advisor, Department of Agriculture (DoA), Australian-Indonesia Partnership Emerging Infectious Disease (AIP-EID) 2012 – 2015.

This program strengthens Indonesia's ability to deal effectively with Emerging Infectious Diseases. Kate worked on the iterative adaptive design of the evaluative results management system and Theory of Change to meet Government of Indonesia and Australia's partnership and technical goals, DFAT evaluation standards, and provided strategic management technical support and peer review expertise. She designed, managed, and delivered an embedded capability development pathway for program staff including the DoA component managers and M&E specialists. She also provided specialist ongoing coaching and support to management and M&E staff. As a result, the embedded processes ways of working and shared integrated management and reporting platform, program component leaders have the capacity and capability to adapt, track and proactively manage activities and progress across their components, demonstrate success, and use accurate data collected to plan future activities. The AIP-EID program has strengthened national planning, laboratory and quarantine processes and staff capacity capability in Indonesia and Australia. The benefit of this strengthening is a more secure border.

Project Lead, Ministry of Foreign Affairs and Trade (MFAT) – Review of the Commonwealth Local Government Forum Pacific 2014. The Commonwealth Local Government Forum Pacific, partly funded by the New Zealand Aid Program; works across local government organisations and networks in nine countries in the Pacific. The Forum advocates for local government and provides a valuable resource for institutional strengthening, strategic planning, knowledge and research, and relationship building. The Forum's assistance has aided decentralisation in the Pacific through helping local communities have a voice, promoting gender equity, and good governance principles. A review of the effectiveness and efficiency of Commonwealth Local Government Forum's work with Local Governments in the Pacific was undertaken by Kate, and this assisted MFAT in future decision making.

New Zealand and Pacific region, Peer Reviewer, Ways of Working and Practice Guide/Review of Results Framework, Research Tools and Use by Stakeholders, Pacific Islands Chiefs of Police Secretariat (PICP-S) 2014. Kate worked with a team to design, develop and embed a 'working system' for outcomes reporting which includes the roles and responsibilities of key personnel; and the design of a reporting template which accommodates the information necessary to report on the progress of the PICP-S.

The purpose of the Review is to provide independent advice and support to the PICP-S on the planning, monitoring and evaluation of PICP-S activities using the Results Framework that meets MFAT and New Zealand Police requirements. Kate co-designed and peer reviewed this work, which will contribute to the measurement and reporting of progress that meets stakeholder information requirements and that support decision-making.

Peer Reviewer, Results Measurement and Outcomes Framework, Sport New Zealand 2014.

Collaborated with Sport New Zealand to co-design an integrate world class New Zealand Sporting Events system that aims to provide an information basis for analysing costs, benefits, value for money for events and ensures event stakeholders have a clear line of sight of the necessary planning, measuring and reporting requirements.

New Zealand, Project Director, Development of a Performance Measurement System for Community Operations and Charities, Department of Internal Affairs (DIA) 2014. In this project, Kate assisted DIA in the co-design of a 'working' performance measurement system that built capacity within Community Operations and Charities by enabling them to measure and report key internal processes and external results. This involved the review of existing documentation; undertaking key informant interviews; delivering a working session with General Managers and customer-focused workshop to confirm and populate the performance measurement system(s); and a report outlining the performance measurement system, 'way of working', and next steps for implementation.

Pacific (nine countries), Peer Reviewer, Pacific Horticultural and Agricultural Market Access Program (PHAMA), URS Australia Pty Ltd, DFAT 2013 – 2014. Kate provided peer review and input into the design of a practical M&E Reporting and Improvement System across 10 countries for PHAMA. Kate's role included ensuring that the system meets the challenging operational requirements of the implementing agencies, as well as the international good practice as articulated in Aid Effectiveness Principles and DFAT's Monitoring and Evaluation Standards.

New Zealand, Project Director and Peer Reviewer, Rating Valuations Regulatory Framework Evaluation, Land Information New Zealand (LINZ) 2013. Kate provided peer review and advice to the senior consultant team conducting the evaluation which included a value for money analysis, providing stakeholder and client management advice, and peer reviewing the final evaluation report of findings.

New Zealand, Team Leader, Strategy, Statistics New Zealand 2013. Kate oversaw the analysis of Statistics New Zealand's strategic documents (SOI, Annual report, and outputs purchasing agreements) and designed a results model to depict Statistics New Zealand's activities as they aligned to the outcome goals in the SOI and output agreements. Through this work, Statistics New Zealand are able to map their project level objectives through to their statement of intent strategic outcomes. This has provided Statistics New Zealand with the ability to understand the likely result of changing project resourcing.

Project Director/Peer Reviewer, Results Framework Specialist, Ministry of Education, New Zealand 2012–2013. This project involved the design of a results focused evaluative monitoring framework to demonstrate results for children, schools, and families who receive their services. Kate's role involved documenting preliminary lessons from selected high performing schools, developing evaluation plan for the Specialist Services Results Framework; and co-facilitating the modelling and indicator development workshops to design the results framework that form the basis of the monitoring and evaluation system. This includes providing technical advice for the aggregation of quantitative and qualitative outcome results reporting across four interventions with 30,000 learners, while taking into account the individual nature of each learner's gauge of success; and providing Specialist Services with a results framework which went across four service arms.

Asia Pacific South-East Asia, M&E Adviser, Enterprise Challenge Fund, AusAID 2010–2012. Kate designed a strategic results system, integrated way of working (including management, risk, cross cutting and project-wide performance M&E) for 22 entrepreneurial projects in eight countries in the Pacific building in country capability and experience. She informed Management whether program goals and objectives were being achieved, whether design criteria were followed, if implantation effects were occurring as predicated, and any other emerging issues. Kate was responsible for monitoring, evaluation, design and implementation of the program at portfolio and project levels.

She introduced a results-based M&E approach including logic models, targeted data collection, analysis and reporting; and assessed the M&E implications of the programs targeting strategies using outcomes based key performance indicators. Kate provided invaluable advice and refined the means of measuring indicators to assist achievement of objectives. She was involved in fieldwork in Fiji, Vanuatu, Papua New Guinea, Solomon Islands, Cambodia, Laos, East Timor and Philippines. Kate was involved in setting up project level M&E with country managers in education, agriculture, tourism, energy and communication/technology projects. As the M&E advisor throughout the project Kate also worked with The Donor Committee for Enterprise Development.

Team Lead, Evaluation of Water and Sanitation Hibah Pilot Program Indonesia, AusAID 2011.

Government of Indonesia and AusAID funded program sought to develop clean water connections to dwellings in Indonesia. Kate designed and led a mixed-method evaluation, incorporating a collaborative and capacity-building approach with team-members and stakeholders to meet DFAT Standards. Worked with Indonesian government representatives designing and undertaking evaluation activities across four provincial government locations throughout the country.

M&E Advisor, Team Leader, Papua New Guinea Law & Justice Sector – Provincial Engagement M&E Framework 2009.

Kate designed M&E approach and methodology; completed fieldwork in Port Moresby, Bougainville, and East New Britain; provided evaluation capacity development for team members; built on existing systems in order to enhance capacity and performance; completed analysis and reporting; and conducted research at a provincial level on establishing baselines and data collation. Working across eight departments, three programs and in a low resource environment.

Team Lead, Australia Papua New Guinea Incentive Fund (APNGIF) Evaluation of APNGIF, AusAID/Coffey International Development 2008. Kate led the evaluation team, worked with PNG Department of National Planning and consulted with stakeholders to design outcome models and evaluation frameworks that aligned with DFAT Standards. She also conducted fieldwork in PNG (including in education, health, community development and economic development programs) and completed analysis and a final report.

Team Leader, Development West Coast. Independent Outcomes Evaluation for Tourism Regional Initiative. 2010. New Zealand. Kate led the Evaluation team to complete an outcomes evaluation of the West Coast Tourism Major Regional Initiative (MRI) for Development West Coast. This included an assessment of the progress (at inputs, outputs and outcomes/impacts) of the 21 projects funded by this initiative. These results were aggregated and reported against a high-level outcomes model developed to assess the overall achievements of the MRI. This evaluation assisted Development West Coast in their decision making regarding future funding.

Evaluator, New Zealand Qualifications Authority, 2009. Approved for reviews and evaluations of tertiary education organisations.

Peer Reviewer, Higher-level Outcome project, Ministry for the Environment, June 2009. Kate peer reviewed the consultants approach and project deliverables.

Peer Reviewer, Evaluation of the He Tifa Ola Radio Project, Hutt Valley Regional Public Health, 2008. Kate peer reviewed the consultants approach and research methods for this evaluation.

Team Leader, Papua New Guinea Law and Justice Sector Evaluation Design, AusAID funded, 2008. In this work, Kate completed the scoping and design of the evaluation and produced an in-depth evaluation plan.

Peer Reviewer, AusAID: Quality at Entry Review peer reviewer for Australia Papua New Guinea Incentive Fund (Phase Three), 2008. Kate peer reviewed and provided valuable feedback on the projects design document.

Team leader, Ministry of Transport, New Zealand – Development of High Level Outcomes from Next Steps Review, 2008. In this work, Kate reviewed strategic documents and identified high-level outcomes and indicators, including creating an outcomes model and workshopping this to help the Ministry better define their attributions to outcomes.

Textiles New Zealand, 2008. Kate consulted with Board, prepared a strategic roadmap, and developed a monitoring and reporting framework.

Conference presentations and reports. Since 2007 Kate has presented and contributed to over 25 conferences, papers and reports.

Presentations

2016. DevNet Conference 7 December 2016, Wellington. *From Frameworks to Governance: Evaluative Management – Principles for Development.*

2013. Australasian Evaluation Society International Conference. 4-6 September 2013, Brisbane, Australia. Averill, K. *Embedding Results-focused Evaluative Monitoring As A “Business As Usual” Management Approach Within Organisations, Teams and Programs, And Building Internal Capability.* [Click here](#) to open pdf.

2013. Aotearoa New Zealand Evaluation Association Conference. 22-24 July 2013, Auckland. Averill, K. and Peterson, G. *Building Planning, Monitoring, and Evaluation Capacity within a Bi-Lateral Aid Partnership Programme.* [Click here](#) to open pdf.

2012. DevNet Conference. 3-5 December 2012, Auckland. Averill, K. *From Frameworks to Governance: Results Frameworks - Emerging research findings into the Principles Underpinning the Architecture and Use of Country, Sector and Agency Frameworks.* [Click here](#) to open pdf.

2012. Australasian Evaluation Society International Conference. 28-31 August 2012, Adelaide, Australia. Scally-Irvine, K., Averill, K. and Brace, J. *Evaluative Monitoring and Complementary Evaluative Research: Towards a New Evaluation Paradigm.* Evaluation in a changing world. [Click here](#) to open pdf.

2012. Aotearoa New Zealand Evaluation Association Conference. 8-11 July 2012, Hamilton. Scally-Irvine, K. and Averill, K. *Evaluating for results: A practical approach linking planning, monitoring and evaluation.* Pre-conference workshop. Evaluation in the real world.

2011. Aotearoa New Zealand Evaluation Association Conference. August 2011, Wellington. Averill, K. and King, S. *Changing Landscape of Evaluation within the New Zealand Public Sector.* [Click here](#) to open pdf.

2011. IDEAS Global Assembly, Amman, Jordan. Averill, K. (Evaluation Consult). *Using Results and Outcomes Frameworks to shift the focus of Development and Evaluation to a Strategic Level.* [Click here](#) to open pdf.

2010. DevNet Conference, Palmerston North, New Zealand. Averill, K. (Evaluation Consult). *Using Results Frameworks to Connect Development Outcomes, Management, Aid, Monitoring and Evaluation: Emerging Research on the Principles Underpinning Country and Sector Results and Outcomes Frameworks.* [Click here](#) to open pdf.

2009. Australasian Evaluation Society (AES) Conference, Canberra, Australia: Averill, K. (Evaluation Consult), William Sent (Papua New Guinea Department National Planning and Monitoring) & Jennifer Rush (Coffey International Development). *Using a logic model as the framework for an evaluation in Papua New Guinea.* [Click here](#) to open pdf.

2008. American Evaluation Association Conference, Denver, Colorado, USA: Kate Averill (Evaluation Consult) and Paul W Duignan (Parker Duignan Consulting). *Building a ‘world-centric’ rather than ‘program-centric’ logic model for a national problem gambling strategy: using logic modelling software.* [Click here](#) to open pdf.

2008. anzea (Aotearoa New Zealand Evaluation Association) Conference: Kate Averill (Evaluation Consult) and Paul W Duignan (Parker Duignan Consulting). *Using logic model software for a national problem gambling strategy.*

2008. anzea Conference: Lloyd Jowsey and Kate Averill (Evaluation Consult). *Communicating performance stories – using multimedia and story-based narratives to communicate evaluation findings to stakeholders.* [Click here](#) to open pdf.

2007. anzea Seminar – *evaluation reporting strategies seminar*: Lloyd Jowsey and Kate Averill (Evaluation Consult).

Papers

2014. Australasian Evaluation Society International Conference. 8-12 September 2014, Darwin, Australia. Struwig, A. *Evaluation as an agent for development sustainability: A Real World Example.* [Click here](#) to open pdf.

2014. Australasian Evaluation Society International Conference. 8-12 September 2014, Darwin, Australia. Struwig, A. *Designing and Embedding Strategic Learning and Management Systems for Organisations, Programmes and Projects.* [Click here](#) to open pdf.

2014. Aotearoa New Zealand Evaluation Association Conference. 7-10 July 2014, Wellington. Brown, R., Peterson, G., and Renwick, J. *Laying the Solid Foundation to Build Effective Evaluation Practice.* [Click here](#) to open pdf.

2009. Australasian Evaluation Society (AES) conference paper, Canberra: Averill, K. Sent, M. W. & Rush, J. *Using a logic model as the framework for an evaluation in Papua New Guinea.* [Click here](#) to open pdf.

2007. Australasian Evaluation Society Conference: Lloyd Jowsey and Kate Averill. *Evaluation reporting strategies* paper.

2007. Australasian Evaluation Society (AES). Doing Evaluation Better. September 5-7, 2007. Averill, K. & Jowsey, L. *Keeping evaluation reports off the shelf: using multiple media to engage decision makers.* [Click here](#) to open pdf