



·SIGGINS MILLER

# Evaluation of the Australian Injecting & Illicit Drug Users League

## *Attachment 2: Communication and Consultation Strategy*

V2. October 2020

## Table of Contents

1. Introduction .....	2
2. Purpose of the Evaluation.....	2
3. Purpose of Consultations.....	2
4. Consultation Timelines .....	3
5. Target Group.....	3
5.1. Stakeholder Contact Details Database.....	3
6. Consultation Methods .....	3
7. Process for Engaging Stakeholders .....	4
7.1. Participation in Consultations .....	5
7.2. Issues Arising from Consultations .....	5
8. Analysis of Data Generated from Consultations.....	5
Appendix A: Stakeholder List .....	6
Appendix B: Email Announcing Project.....	8
Appendix C: Email for Booking in Consultations .....	9
Appendix D: Confirmation Email for Consultations .....	10
Appendix E: Consultation Protocol Cover Sheet.....	11
Appendix F: Consultation Protocol – Internal Stakeholders.....	12
Appendix G: Consultation Protocol – External Stakeholders.....	14
Appendix H: Consultation Protocol – Funding Bodies .....	16

## 1. Introduction

This Communication and Consultation strategy has been developed to inform the process of stakeholder consultations for the evaluation of Australian Injecting and Illicit Drug Users League (AIVL). This document outlines the purpose of the evaluation, the purpose of consultations, consultation timeframes, stakeholders to be consulted, consultation methods, the process of engaging stakeholders and the analysis of data generated from consultations. The communication materials and consultation protocols are also included as Appendices to this document.

## 2. Purpose of the Evaluation

Siggins Miller was engaged to evaluate AIVL, focusing on its Canberra-based national peak body work. The key focus areas of the evaluation and the respective evaluation questions are outlined in the table below.

Table 1: Key focus areas and evaluation questions

Focus Area	Evaluation Question
Rationale	1. How sound is the underlying program theory?
Approach	2. How suitable is AIVL's approach for the settings and the target populations? 3. Does it need to be amended? If so, in what way?
Implementation	4. How well does AIVL deliver what is most needed, to the right stakeholders, at the right times and in the right ways?
Outcomes	5. What outcomes have been attained? 6. How worthwhile are they?
Attribution/ Contribution	7. How strong is the evidence that the observed outcomes have been entirely or largely produced by AIVL's processes and operations?
Lessons Learned	8. Where do AIVL's services work best? Why? 9. For whom do AIVL's services work best? Why? 10. Where are the results weaker? Why?
Sustainability	11. How sustainable are AIVL's impacts?
Overall value	12. How worthwhile is AIVL overall?
Fit	13. How well do AIVL's structures, processes and operations fit with, engage with, and complement those of other organisations in the BBV/STI/drugs domains?

## 3. Purpose of Consultations

Consultation with key stakeholders provides an important data source for the evaluation of AIVL. Consultation data will be used to understand:

- The needs of AIVL's target population
- The extent and nature of activities conducted by AIVL
- The implementation of key activities and strategies
- The barriers and enablers to AIVL's work
- The outcomes achieved as a result of AIVL's activities and strategies
- Where and for whom AIVL's services work best
- The overall impact of AIVL
- The sustainability of AIVL's impacts

- The fit of AIVL with other organisations in the BBV/STI/Drug domains
- Any recommendations for improvement

Findings from consultations will be triangulated with other data sources to form a contribution story and answer the agreed evaluation questions. Using this method, no single data source on its own is privileged and the evaluation can therefore consider the limitations of any one data source (e.g. interviews) and say not just *what* happened but *why* and *how*.

## 4. Consultation Timelines

In line with the agreed project plan, consultations will be conducted from the 1<sup>st</sup> October and the 6<sup>th</sup> November 2020.

## 5. Target Group

The list of stakeholders to be included in consultations includes:

### Internal Stakeholders

- Board members and CEO's of member organisations
- AIVL staff

### External Stakeholders

- Representatives of funding bodies
- CEO's and representatives of other national and jurisdictional stakeholder organisations in the BBV/STI and AOD sectors, including key NGO and research sector partners
- Representatives of other key stakeholder organisations such as pharmaceutical industry and international organisations

### 5.1. Stakeholder Contact Details Database

Siggins Miller will work with AIVL to develop a consolidated database of stakeholder contact details. The database will be continually refined and updated as responses from stakeholders to initial communications are received. A designated staff member of Siggins Miller has responsibility for the management and accuracy of the database. The updated stakeholder database will be available to AIVL at any time on request. Table 1 provides an example of how stakeholder contact details and consultation formats will be recorded.

Table 2: Stakeholder tracking database

Stakeholder Category	Consultation Method	Stakeholder Name	Contact Details

## 6. Consultation Methods

The methods of consultation agreed with AIVL include:

- Virtual interviews
- Focus Groups

Stakeholders who are unable to participate in the interviews and focus groups (due to other commitments during the timeframes for the project) will be offered the opportunity to provide a written response to the protocol via an online

survey platform, which will be hosted by Siggins Miller. The link to the online written response template will be provided by email.

The table below details the method and number of consultations planned for each stakeholder group based on the stakeholder list provided by AIVL.

Table 3: Stakeholder Consultation Methods

Stakeholder Group	Consultation Method	Total Number of Consultations
<i>Internal Stakeholders</i>		
Board members and CEO's of member organisations	Individual interviews	11 x Interviews
AIVL staff	Individual interviews	6 x Interviews
<i>External Stakeholders</i>		
Representatives of funding bodies, State and Territory Government BBVSS Members and Minister's Office	Individual interviews	7 x Interviews
CEO's and representatives of other national and jurisdictional stakeholder organisations in the BBV/STI and AOD sectors, including key NGO and research sector partners	Individual interviews or focus groups	11 x Interviews or focus groups*
Representatives of other key stakeholder organisations such as pharmaceutical industry and international organisations	Individual interviews or focus groups	18 x interviews or focus groups*

\* We will offer these stakeholders the option of participating in an individual interview or a focus group if there are multiple stakeholders within the organisation who would like to contribute to the evaluation.

## 7. Process for Engaging Stakeholders

AIVL will notify stakeholders about the evaluation and introduce them to Siggins Miller, as well as invite them to be involved in consultations. To assist AIVL, we have developed a draft email announcing the commencement of the evaluation. Please refer to Appendix B for the suggested text to announce the project to identified stakeholders.

Following this, Siggins Miller will commence contacting nominated stakeholders listed in Appendix A to book in an interview or focus group time. We will follow up with an email for stakeholders who do not answer providing details about the consultation and how they may book in a time to participate. See Appendix C for a copy of this email. For stakeholders who are unable to participate in an interview or focus group during the consultation timeframe, we will offer them an opportunity to complete a written response to the interview protocol via an online survey platform.

Once a stakeholder agrees to be interviewed, Siggins Miller will send a meeting invite to the stakeholder including the agreed consultation protocol. Please refer to Appendix D for a copy of the confirmation email for participation in interviews and focus groups. Follow-up calls will be made to stakeholders who are yet to confirm their participation. This phone contact with stakeholders will be conducted by Siggins Miller staff.

## 7.1. Participation in Consultations

Siggins Miller acknowledges and will be particularly mindful of the potential impost that interviews and focus groups may have on stakeholders, given their already busy schedules and multiple competing demands/priorities. In considering the needs of these busy stakeholder groups, steps will be taken to ensure minimum process burden on them as part of the project, including:

- Keeping the number of questions to a minimum while still addressing key questions for the project;
- Remaining flexible to find a time that is suitable for stakeholders to participate; and
- Offering a written submission as an alternative to participating in an interview/focus group.

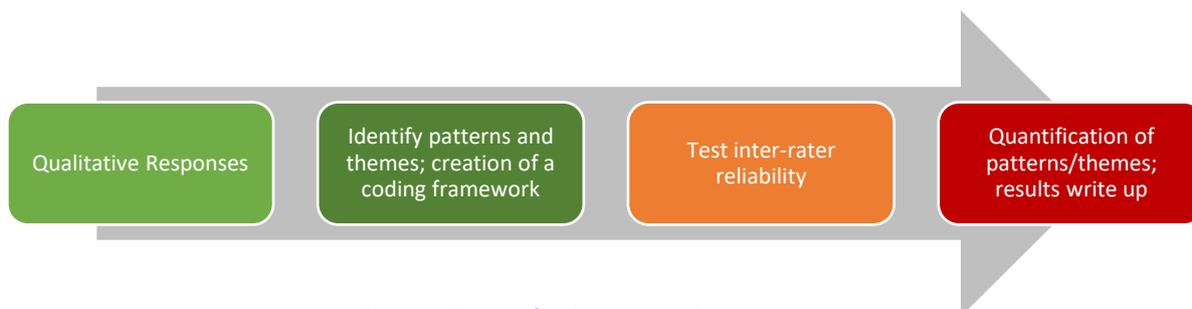
At the beginning of each consultation, we will also advise consultation participants that they skip questions that are not relevant to them or that they do not have the information to answer.

## 7.2. Issues Arising from Consultations

Any issues arising from stakeholder consultations will be discussed with AIVL as a matter of priority. There are no limits on teleconferences and email communication for risk management and continuous two-way communication with AIVL as required.

## 8. Analysis of Data Generated from Consultations

The qualitative data collected from consultations will be analysed using thematic analysis. The data will be scanned to identify patterns and themes. A coding system will then be developed for commonly appearing themes. A test sample from each stakeholder group will be coded separately by different team members, then tested for inter-rater reliability. In short: patterns and themes will be noted; themes will be counted to discern whether a theme is common or infrequent; a narrative will be extracted from the data that will be checked against other data sources to address the project's key objectives. A snapshot of the process is outlined in Figure 1 below.



*Figure 1: Process for thematic analysis*

## Appendix A: Stakeholder List

Stakeholder Group	Organisation/ Department/ Area
Funders, State and Territory Government BBVSS members, and Minister's Office	Blood Borne Viruses, Sexually Transmissible Infections, and Torres Strait Health Policy Section, Australian Government Department of Health
	Alcohol, Tobacco & Other Drugs Branch, Australian Government Department of Health
	Sexual Health and Viral Hepatitis, VIC Department of Health and Human Services (BBVSS Chair)
	Sexual Health and Blood-borne Virus Program, Health Department of Western Australia (BBVSS member)
	ACT Health Officer and BBVSS member
	Adviser (BBV/STI), Office of the Hon Greg Hunt MP, Minister for Health
	Adviser (AOD), Office of the Hon Greg Hunt MP, Minister for Health
National BBV/STI and AOD Peaks (external stakeholders)	Hepatitis Australia
	National Association of People With HIV Australia (NAPWHA)
	Scarlet Alliance, Australian Sex Workers Association
	Australian Federation of AIDS Organisations
	Australian Indigenous Doctors' Association (BBVSS Representative)
	Australasian Society for HIV, Viral Hepatitis and Sexual Health Medicine
	Australian Alcohol and other Drugs Council
	Australasian Professional Society on Alcohol & other Drugs
	Western Australian Network of Alcohol and other Drug Agencies
	Queensland Network of Alcohol and other Drug Agencies Ltd
	Network of Alcohol and other Drug Agencies (NSW)
Other external stakeholder organisations and research bodies	National Drug and Alcohol Research Centre
	Alcohol and Drug Service, St Vincent's Hospital Sydney
	National Centre for Clinical Research on Emerging Drugs
	Burnet Institute
	International Network on Hepatitis in Substance Users
	Viral Hepatitis Clinical Research Program, Kirby Institute
	Medical School, Australian National University
	Uniting Sydney Medically Supervised Injecting Centre

	Sydney Medical School (USYD)
	Social Policy Research Centre, UNSW FASS, UNSW Sydney
	Penington Institute
	Central Clinical School, University of Sydney
	St Vincent's Health Australia
	Harm Reduction International
	NOFASD Australia
	Department of Public Health, La Trobe University
	MSD
	Indivior
AIVL board, staff and member organisations (internal stakeholders)	Peer Based Harm Reduction WA
	Harm Reduction Victoria
	Canberra Alliance for Harm Minimisation and Advocacy (CAHMA) and The Connection
	Northern Territory AIDS and Hepatitis Council (NTAHC)
	QuIHN Ltd.
	AIVL Board members
	AIVL staff

## Appendix B: Email Announcing Project

[to be circulated by AIVL]

Hello,

As you may already be aware, Siggins Miller Consultants has been engaged to evaluate AIVL. The evaluation will focus on AIVL's Canberra-based national peak body work and will explore the rationale and approach behind AIVL's work, the implementation of key activities, the outcomes achieved, the contribution of AIVL to these outcomes, the key lessons learned, the overall sustainability, value and fit of AIVL's work.

Siggins Miller is an experienced Australian consultancy company providing services for over 23 years in policy and program research, evaluation and management consultancy. The Siggins Miller project team is led by Professor Mel Miller (Director).

Siggins Miller will conduct a number of consultations throughout the evaluation, with stakeholders nominated by AIVL. Consultation methods may include interviews and focus groups (via telephone or Microsoft Teams) or a survey. The consultation period will run from the 1<sup>st</sup> to the 30<sup>th</sup> October 2020.

Siggins Miller will be in contact with you by phone or email in the coming days to discuss your participation in the consultation process.

In the meantime, if you have any questions about the evaluation, please contact me on [melaniew@aivl.org.au](mailto:melaniew@aivl.org.au)

If you have questions about the consultation process, please contact Siggins Miller on (07) 3374 2801 or email [Madison.lindfield@sigginsmiller.com.au](mailto:Madison.lindfield@sigginsmiller.com.au)

We appreciate your cooperation in advance.

Kind regards,

## Appendix C: Email for Booking in Consultations

Hello (insert name),

As you may already be aware, Siggins Miller has been engaged to conduct an evaluation of AIVL. As part of this evaluation, we will be conducting interviews and focus groups with a number of key stakeholders. We are interested in your views, experiences and feedback of AIVL and any of its activities that you may have been involved in or impacted by since 2017.

### ***Length and Structure of Interview/Focus Group***

It is estimated that the interview/focus group will take approximately one hour, though the exact length may vary depending on your responses. These consultations will be conducted via telephone or using Microsoft Teams.

This interview/focus group will be conducted in a semi-structured format to support flexibility and adaptability of the consultation based on your responses. If you wish to discuss issues which do not appear in the interview protocol, opportunities for broader discussion will be provided at the end of the interview.

### ***Interview Protocol***

To assist in your preparation for this interview, I have attached a copy of the consultation protocol to this email which outlines the questions to be discussed during the interview/focus group.

Please note that not everyone consulted for this evaluation may be able to comment on all of the questions asked. Please feel free to answer only those that are relevant to you.

### ***Booking an Interview***

Consultations for this project will be held between the 1<sup>st</sup> and 30<sup>th</sup> October.

If you would like to book an interview, please call Siggins Miller on (07) 3374 2801 between 9am to 5pm, Monday to Friday or respond to this email with preferred days and times.

If you are not available for an interview/focus group during this time, you may submit a written response to the protocol via the online survey platform, QuestionPro.

To submit a written response, please click on this link:

[ INSERT LINK ]

### ***Audio-Recording***

Before the interview commences, you will be asked if you consent to the consultation being audio-recorded. This audio-recording will be transcribed in a de-identified manner at a later date. The audio-recording of this interview will be permanently deleted at the end of this evaluation.

If you do not wish your interview to be audio-recorded, please advise the interviewer at the beginning of the interview/focus group.

### ***Questions***

If you have any questions or concerns about the project and its direction, please contact Melanie Walker on [melaniew@aivl.org.au](mailto:melaniew@aivl.org.au)

You can also raise any questions or concerns about the project with Prof Mel Miller from Siggins Miller Consultants on (07) 3374 2801 or [mel.miller@sigginsmiller.com.au](mailto:mel.miller@sigginsmiller.com.au)

## Appendix D: Confirmation Email for Consultations

Dear (insert name),

Thank you for agreeing to participate in the consultation process for the evaluation of AIVL.

As discussed, the interview/focus group has been scheduled for (insert date) and (insert time).

[For Microsoft Teams] A Teams link to join the interview/focus group is provided below.

[For telephone] At this time, we will call you on (insert contact number).

Please see attached the interview protocol that details the questions that will be asked on the day. Please note that not everyone interviewed may be able to comment on all of the questions so feel free to answer only those that are relevant to you and your involvement with AIVL. The interview will be conducted in a semi-structured manner so that you can make any other comments that are not covered in the protocol.

If you need to alter your consultation participation method or if you have questions about the consultation process or evaluation, please contact Siggins Miller on (07) 3374 2801 or email [Madison.lindfield@sigginsmiller.com.au](mailto:Madison.lindfield@sigginsmiller.com.au)

Thanks again for your time and we look forward to speaking with you on (insert date) at (insert time).

Kind regards,

## Appendix E: Consultation Protocol Cover Sheet

Thank you for agreeing to participate in this consultation.

### Background

Siggins Miller Consultants has been engaged to conduct an evaluation of AIVL. The evaluation will focus on AIVL's Canberra-based national peak body work and will explore the rationale and approach behind AIVL's work, the implementation of key activities, the outcomes achieved, the contribution of AIVL to these outcomes, the key lessons learned, the overall sustainability, value and fit of AIVL's work.

As part of this evaluation, we are conducting focus groups and interviews with key stakeholders to gather feedback and views about the activities undertaken by AIVL since 2017 and any recommendations you may have for the future improvement.

### Structure of the Consultation

The structure of the focus group/interview is outlined in the accompanying consultation protocol. The focus group/interview will be guided by a series of semi-structured questions to support comprehensive discussion of AIVL and its key activities. If you wish to discuss issues that do not appear in the protocol, opportunities for broader discussion will be provided by the facilitator towards the end of the consultation.

### How Long with the Consultation Take?

The interview/focus group will take approximately 60 minutes.

### Your Confidentiality

All the information you provide will be used confidentially by Siggins Miller Consultants to inform the development of an evaluation report for AIVL. All data you provide in this consultation process will be coded in a de-identified manner and subsequently analysed and reported in such a way that responses will not be able to be linked to any individual.

### Audio-Recording

We usually audio record or live transcribe our consultations to make sure we do not miss anything you say. This will happen only with your consent. Once notes are finalised and checked for accuracy, the recording will be deleted.

### Questions

If you have any questions or concerns about the project and its direction, please contact Melanie Walker, CEO of AIVL on [melaniew@aivl.org.au](mailto:melaniew@aivl.org.au)

You can also raise any questions or concerns about the project with Madison Lindfield from Siggins Miller Consultants on (07) 3374 2801 or [madison.lindfield@sigginsmiller.com.au](mailto:madison.lindfield@sigginsmiller.com.au)

## Appendix F: Consultation Protocol – Internal Stakeholders

### Recording Request

Do we have your permission to record this interview/focus group?

### Consultation Protocol for Internal Stakeholders

#### **Background**

- 1) Can you please describe your role?
- 2) Can you please tell me about your work with AIVL?

#### **Approach & Implementation**

- 3) Can you please describe how AIVL's work progresses the actions and strategies set out in the:
  - a. National BBV/STI strategies?
  - b. National Drug Strategy?
- 4) Can you please describe the extent and nature of work completed by AIVL that exists outside of these strategies?
- 5) To what extent does AIVL consider the needs of the target population in their work?
- 6) How appropriate are AIVL's activities in response to the identified needs?
  - a. Are there any gaps? If so, how could these needs be addressed?

#### **Fit**

- 7) Can you please describe the coordination and collaboration between AIVL and other organisations in the BBV/STI/Drug domains?
- 8) Does the work of AIVL complement the work of these other organisations?
- 9) How could the coordination of effort be improved in future?

#### **Outcomes**

- 10) What outcomes (positive or negative) have you observed as a result of AIVL's work?
- 11) To what extent do you think the work of AIVL contributes to:
  - a. Improved health and human rights of people who use or have used drugs?
  - b. Social justice, equity and improved access to services for all people who use or have used drugs?
  - c. The long-term sustainability and growth of AIVL and its member organisations?
- 12) Do you think these outcomes are worthwhile? Please explain.

13) How sustainable are AIVL's impacts?

- a. What are the enablers?
- b. What are the barriers?

***Lessons Learned***

14) Are there certain jurisdictions where AIVL's working relationships work best?

- a. What are the enablers?
- b. What are the barriers?

15) Are there certain areas (e.g. BBV, STI, Hepatitis, HIV, alcohol and other drugs) where AIVL's services work best?

- a. What are the enablers?
- b. What are the barriers?

***Overall Value***

16) How worthwhile is the work of AIVL?

***Sustainability, Governance and Management***

17) To what extent is AIVL focused on achieving long-term organisational sustainability?

- a. Do you have any recommendations for how this could be improved in future?

18) To what extent is the overall governance and management of AIVL effective?

- a. Do you have any recommendations for how this could be improved in future?

***Recommendations***

19) Do you have any recommendations that could strengthen the operations of AIVL ongoing?

***Final comments***

20) Do you have any final comments you would like to make about AIVL?

## Appendix G: Consultation Protocol – External Stakeholders

### Recording Request

Do we have your permission to record this interview/focus group?

### Consultation Protocol for External Stakeholders

#### **Background**

- 1) Can you please describe your role?
- 2) Can you please tell me about your involvement with AIVL?

#### **Approach & Implementation**

- 3) What do you think are the key needs among the target population that AIVL responds to?
- 4) How appropriate are AIVL's activities in response to these identified needs?
  - a. Are there any gaps? How could these needs be addressed?
- 5) To what extent does AIVL provide timely support, where it is most needed?
- 6) What are the key enablers and barriers to an effective working relationship with AIVL?

#### **Fit**

- 7) Can you please describe the coordination and collaboration between AIVL and other organisations in the BBV/STI/Drug domains?
- 8) Do you think the work of AIVL complement the work of these other organisations?
- 9) How could the coordination of effort be improved in future?

#### **Outcomes**

- 10) What outcomes (positive or negative) have you observed as a result of AIVL's work?
- 11) To what extent do you think the work of AIVL contributes to:
  - a. Improved health and human rights of people who use or have used drugs?
  - b. Social justice, equity and improved access to services for all people who use or have used drugs?
  - c. The long-term sustainability and growth of AIVL and its member organisations?
- 12) Do you think these outcomes are worthwhile? Please explain.
- 13) How sustainable are AIVL's impacts?
  - a. What are the enablers?
  - b. What are the barriers?

### ***Lessons Learned***

- 14) Are there certain jurisdictions where AIVL's services work best?
  - a. What are the enablers?
  - b. What are the barriers?
  
- 15) Are there certain areas (HIV, BBV, STI, Hepatitis, alcohol and other drugs etc) where AIVL's services work best?
  - a. What are the enablers?
  - b. What are the barriers?

### ***Overall Value***

- 16) How worthwhile is the work of AIVL?

### ***Recommendations***

- 17) Do you have any recommendations that could strengthen the operations of AIVL ongoing?

### ***Final comments***

- 18) Do you have any final comments you would like to make about AIVL?

## Appendix H: Consultation Protocol – Funding Bodies

### Recording Request

Do we have your permission to record this interview/focus group?

### Consultation Protocol for Funding Bodies

#### **Background**

- 1) Can you please describe your role?
- 2) Can you please tell me about your involvement with AIVL?

#### **Approach & Implementation**

- 3) What are the key needs of the Department that AIVL is funded to address?
- 4) How appropriate are the activities of AIVL in response to these needs?
  - a. Are there any gaps? If so, how could these be addressed?
- 5) Do you have any comments about the performance of AIVL against their contractual requirements?
  - a. Do you have any recommendations for improvements in future?
- 6) Can you tell us about the responsiveness of AIVL to requests from your (department/area)?
- 7) What are the key enablers and barriers to an effective working relationship with AIVL?

#### **Fit**

- 8) Can you please tell us about the coordination and collaboration between AIVL and other organisations that you fund in the BBV/STI/Drug domains?
- 9) Do you think the work of AIVL complement the work of these other organisations?
- 10) How could the coordination of effort be improved in future?

#### **Outcomes**

- 11) What outcomes (positive or negative) have you observed as a result of AIVL's work?
- 12) To what extent do you think the work of AIVL contributes to:
  - a. Improved health and human rights of people who use or have used drugs?
  - b. Social justice, equity and improved access to services for all people who use or have used drugs?
  - c. The long-term sustainability and growth of AIVL and its member organisations?
- 13) Do you think these outcomes are worthwhile? Please explain.
- 14) How sustainable are AIVL's impacts?

- a. What are the enablers?
- b. What are the barriers?

**Overall Value**

15) How worthwhile is the work of AIVL in meeting the needs of the Department?

**Governance and Management**

16) To what extent is the governance and management of AIVL effective?

- a. Do you have any recommendations that could improve this in future?

**External Environment**

17) Is there anything in the policy or economic environment that will have an impact on the nature of AIVL's work and the resourcing of AIVL ongoing?

- a. Do you have any suggestions for AIVL to better meet these changing circumstances, if any?

18) Is there anything that should be brought to AIVL's attention about the broader impact of Covid-19?

**Recommendations**

19) Do you have any recommendations that could strengthen the operations of AIVL ongoing?

**Final comments**

20) Do you have any final comments you would like to make about AIVL?