

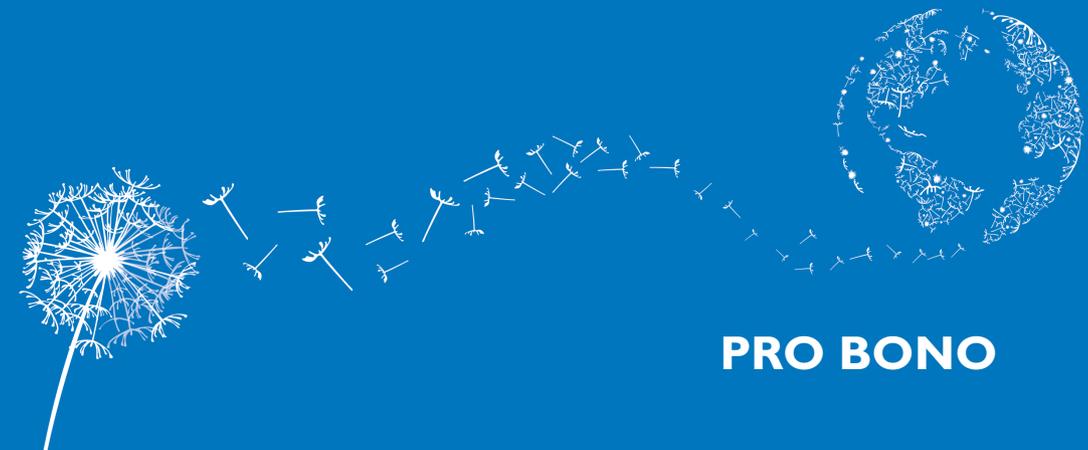


Internal Review of New Perimeter's Regular Training Programme in Africa

Description	<p>Review of the effectiveness of a recurring course designed to strengthen the legal writing and analysis skills of law students in Africa. The review evaluated the overall success of the project and its impact on its beneficiaries.</p> <p>The programme is run by New Perimeter, DLA Piper's nonprofit affiliate that provides long-term pro bono legal assistance in under-served regions around the world to support access to justice, social and economic development, and sound legal institutions.</p>
Rationale for evaluation	<p>At the time of the review, New Perimeter had invested close to 4,000 hours to the project, involving 27 lawyers from 14 offices, over several years.</p>
Timing	<p>The review was conducted over several months in 2017.</p>
Methodology	<p>A consultant and solicitor from DLA Piper with no prior connection to the project conducted the review.</p> <p>The methodology consisted of meetings with key DLA Piper personnel involved in the coordination of the project; an online questionnaire sent to current and former students; and interviews with key personnel and key stakeholders related to legal education.</p>
Report delivery	<p>The comprehensive report was delivered to the Director and Assistant Director of New Perimeter, and highlights of the review will be shared with New Perimeter's Advisory Board.</p>
Learnings	<p>The report confirmed that the project is achieving its objectives. New Perimeter leadership is considering the adoption of recommendations to enhance the project's sustainability, timing, and partnerships.</p>

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EVALUATING PRO BONO: PRACTICAL EXAMPLES

19 October 2017

2017 PILnet Global Forum

Today we are sharing what we've learned from six of the evaluations we've commissioned into our pro bono activities in the last 12 months. We hope our session prompts questions and opens dialogues. We also hope that your input can improve our future evaluation processes.

Clearly we do not conduct evaluations of every pro bono matter we undertake. We have noted the rationales for each evaluation and our different approaches and methodologies.

Each panel member has commissioned or conducted one of the reviews introduced here. Please feel welcome to challenge the methodologies and share your own experiences.

Feedback is – of course – most welcome.

Thanks,

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Annual Impact Report of Firm's Support Conducted by Charity Partner

Description	Annual report highlighting the impact of DLA Piper's financial and pro bono contributions to support our client's programme in Bangladesh. Targeted outputs included drafting legislation, providing support for adolescents at risk of coming into contact with the law and training for key professionals to strengthen child protection mechanisms.
Rationale for evaluation	The reporting schedule was pre-agreed during partnership negotiations and included in the subsequent contract to clearly identify the organisational impact of DLA Piper's contributions. At the time of the review, DLA Piper had invested more than €340,000 and 9,800 hours of pro bono support.
Timing	DLA Piper receives annual progress reports. This report was delivered at the end of the second year of the partnership.
Methodology	DLA Piper recognized that it did not have the capacity, expertise or access to conduct an evaluation of this pro bono work. Thus we gave responsibility for this to the client and our financial contribution included an allowance for the evaluation. The charity account manager finalised the report based on monitoring and evaluation conducted by their in-country management and programme team.
Report delivery	Report from charity partner delivered to DLA Piper's Responsible Business team.
Impact of evaluation Learnings	The report included confirmation that 140 children arrested by police had their cases handled in the community rather than the courts and that 224 professionals including lawyers and police received child justice training. These impacts reassured DLA Piper that the partnership was fulfilling its objectives and provided measurable impacts that could be communicated externally.

Third-Party Review of Partnership with Charity

Description	Partnership review of multi-year fundraising and pro bono partnership between DLA Piper and their charity partner to support justice for children.
Rationale for evaluation	DLA Piper and its staff had donated around €850,000 and €4 million worth of pro bono legal services. This represented the largest partnership in DLA Piper's history and its first global charity partner.
Timing	Review conducted at the end of three years as the firm was planning its future activity.
Methodology	DLA Piper commissioned a specialist external evaluator from I.G. Advisors to conduct the evaluation. The consultant conducted 14 interviews with 24 individuals across both organizations and also reviewed communications and materials produced by both.
Report delivery	Report delivered to both parties. Within DLA Piper the review was shared with the Executive and the Board.
Learnings	Following the evaluation we restructured the relationship. DLA Piper substantially reduced its expectations of the client. DLA Piper included the client in their Key Client programme, recruited a full-time manager for the relationship and built wider relationships within the charity to source more pro bono opportunities. The report's recognition of the impact of our partnership and alignment with our firm's aims resulted in the extension of the partnership.

Internal Review of Multi-Year International Secondment Programme

Description	Review of pro bono secondment relationship between DLA Piper and the government of a fragile nation. DLA Piper provided legal support on matters relating to business, finance, major project and foreign affairs and barriers to foreign direct investment. Over an eight year period, eight DLA Piper lawyers took part in long-term in-country secondments supported by a virtual client team of more than 100.
Rationale for evaluation	Resource investment by DLA Piper estimated at €8.5 million.
Methodology	A retired DLA Piper partner with no prior connection to the secondment programme conducted telephone interviews and follow-up emails with five secondees, plus two relationship partners and representatives of the client. Qualitative feedback was supported by documentation of matters and schedule of hours.
Output	Report capturing the feedback and recommendations was delivered to the firm's pro bono team and to our Executive and Board.
Learnings	Findings highlighted the importance of providing robust HR support for secondees and introducing senior lawyers at the inception of a large secondment project, clearly defining project goals and confirming these with the client. These recommendations have been implemented for similar international secondments.

Internal Impact Assessment of Multi-Jurisdictional Research Projects

Description	Retrospective impact assessment of all multi-jurisdictional research projects conducted by DLA Piper lawyers aimed at delivering systemic change over an eight year period.
Rationale for evaluation	<p>Our clients' objectives, law reform, could only be realised after a significant amount of time had passed and thus it was important to wait an appropriate amount of time before conducting our review.</p> <p>Multi-jurisdictional research is resource-intensive with some requiring up to 1,000 hours of pro bono time.</p>
Methodology	An associate in the pro bono team conducted telephone interviews with client contacts using a set questionnaire comprised of 10 open questions.
Output	Report prepared and delivered to the Head of Responsible Business.
Learnings	<p>In every case we have been able to evaluate, the research has been used to effect systemic change. In one instance, the research has led to law review in six countries. Thus we believe the time invested by DLA Piper is worthwhile.</p> <p>The review recommendations include a set of criteria to be applied before accepting instruction on a large research project. This includes an up-front assessment of the client's capacity to utilise the research and opportunities for follow-up work.</p> <p>We established new guidelines for managing large research projects to address client feedback relating to variable quality of advice between jurisdictions. We introduced kick-off meetings with the client and all team members at the project's beginning.</p>

Evaluation of Community-Run Clinics

Description	Evaluation of two community-based legal clinics. The review looked at the scope and quality of legal advice plus the management and administration of the clinics.
Rationale for evaluation	Clinics had run for over five years without a wholesale review. Over 60 fee earners had been involved in each clinic and the firm had invested around €400,000 in terms of time.
Timing	Evaluations conducted on a rolling basis over a year.
Methodology	<p>DLA Piper lawyers connected to the project conducted visits to the clinic to review all files relating to matters and appointments undertaken in a three month period.</p> <p>Lawyers sent these reports to the central Pro Bono team at DLA Piper who prepared a report.</p>
Report delivery	Pro Bono team utilised the report internally to decide whether to continue the relationships with the clinics.
Learnings	The team closed the two clinics. The reviews found the clinics were inefficient in delivering legal support for clients. The external administration of the clinics and our firm being a rotating partner resulted in delays for clients who saw multiple lawyers for the same issue. Reviewers identified alternative support for the communities.