

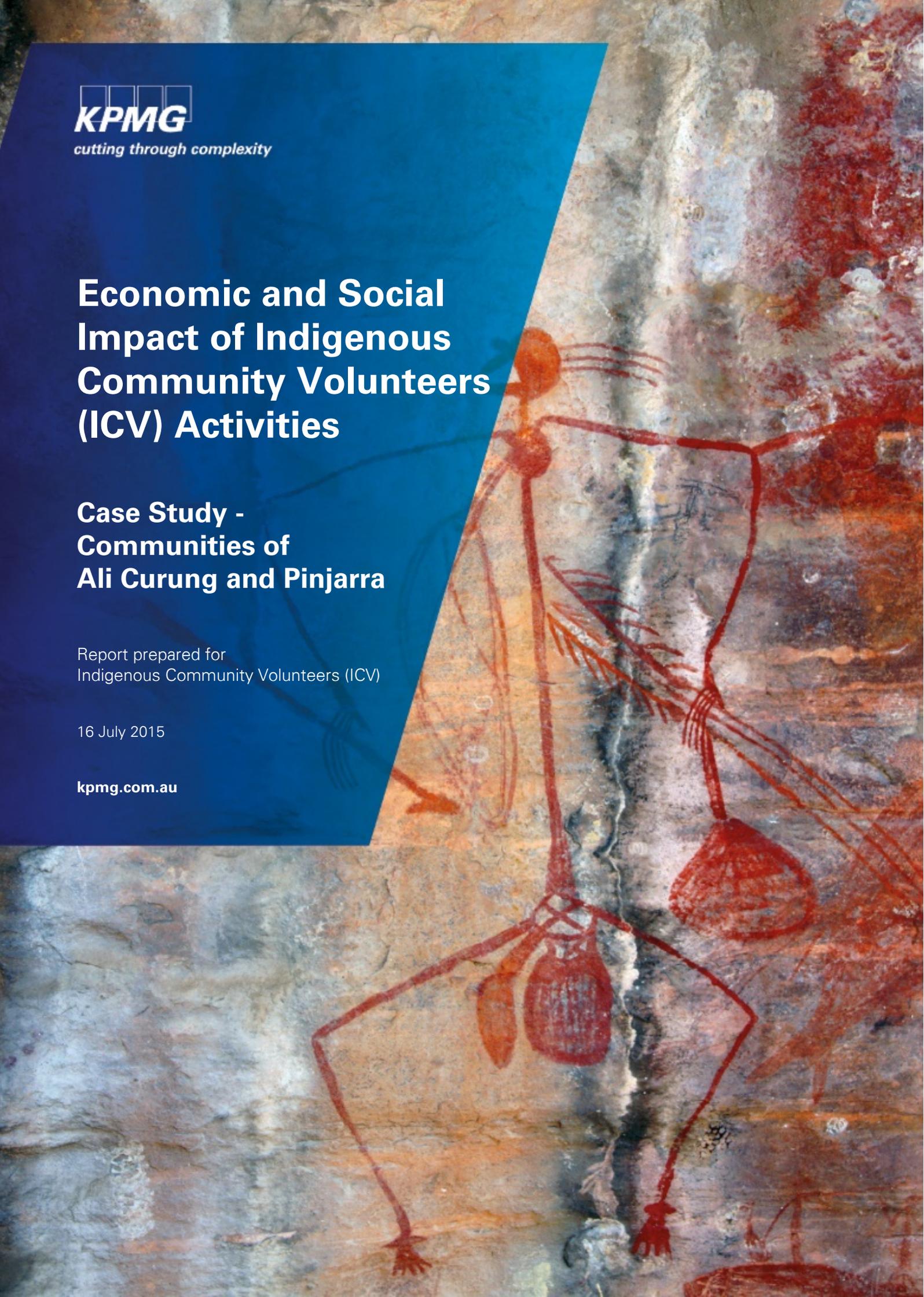
# Economic and Social Impact of Indigenous Community Volunteers (ICV) Activities

## Case Study - Communities of Ali Curung and Pinjarra

Report prepared for  
Indigenous Community Volunteers (ICV)

16 July 2015

[kpmg.com.au](http://kpmg.com.au)



**Inherent Limitations**

*This report has been prepared as outlined in the Scope Section. The services provided in connection with this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standards Board and, consequently no opinions or conclusions intended to convey assurance have been expressed.*

*The findings in this report are based on a qualitative study and the reported results reflect a perception of ICV but only to the extent of the sample surveyed, being ICV's approved representative sample of stakeholders. Any projection to the wider stakeholders is subject to the level of bias in the method of sample selection.*

*No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, ICV's personnel and stakeholders consulted as part of the process.*

*KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report.*

*KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form.*

*The findings in this report have been formed on the above basis.*

**Third Party Reliance**

*This report is solely for the purpose set out in the Scope Section and for ICV's information, and is not to be used for any other purpose or distributed to any other party without KPMG's prior written consent.*

*This report has been prepared at the request of ICV in accordance with the terms of KPMG's engagement letter 4 May 2015. Other than our responsibility to ICV, neither KPMG nor any member or employee of KPMG undertakes responsibility arising in any way from reliance placed by a third party on this report. Any reliance placed is that party's sole responsibility.*



## ICV Co-Chairs' letter of acknowledgement

We would like to thank KPMG for the hard work and dedication it has invested to produce this independent and rigorous assessment of ICV activities.

KPMG has taken a transparent and meticulous approach resulting in key findings on the positive impact of ICV activities, as well as recommendations that ICV can apply to future community development and monitoring practices.

We greatly appreciate KPMG's ability to understand ICV's strategic plans and frameworks. In particular, KPMG was able to frame its assessment around our recently developed 'Story of Change' and provide recommendations to inform planned professional development for our community development teams.

KPMG demonstrated a keen awareness of the significance ICV places on relationships. Importantly, KPMG adopted a flexible approach in this study and made every effort to respect relationships and cultural authority within each community.

ICV is committed to continuous improvement. Over the past two years ICV has placed a greater emphasis on measuring the longer term impacts of ICV's activities. This commitment forms part of our strategic goals to:

- better understand and articulate the value of ICV's community development approach;
- conduct comprehensive research with communities;
- exchange knowledge on best-practice programs;
- inform local, state and federal governments on policy decision making; and
- deliver global best practice development activities with Aboriginal and Torres Strait Islander communities.

KPMG's report is a significant contribution to these objectives and provides a valuable insight into the impact of ICV's community development approach.

Our thanks go to KPMG for this high quality report and the sensitivity, rigour and transparency applied throughout this independent assessment.

Bill Armstrong  
Co-Chair

Karen Milward  
Co-Chair

## Indigenous Community Volunteers (ICV)

PO Box 6155 Mawson ACT 2607

1/67 Townshend Street Phillip ACT 2606

EMAIL [info@icv.com.au](mailto:info@icv.com.au) PHONE 1800 819 542 WEB [icv.com.au](http://icv.com.au) ABN 90 093 123 418

[www.facebook.com/IndigenousCommunityVolunteers](https://www.facebook.com/IndigenousCommunityVolunteers) @IndigenousCV





# Executive summary

## Key findings:

ICV engaged KPMG to measure the social and economic impact of its activities in two specific communities in order to articulate the value of these activities to stakeholders. A number of common themes emerged when exploring the social and economic impacts of ICV's work in the communities- Ali Curung in the Northern Territory and Pinjarra in Western Australia- under study as part of this assessment. These findings were based on the stakeholder interviews and the other information that was analysed in the assessment.

- **Local invitations** – ICV was invited into both communities by local people who needed additional skills or experience to create change in the community.
- **Discrete projects** – The ICV activities were well defined discrete assignments with a particular focus.
- **Positive asset based work** – All stakeholders consulted articulated the value of the ICV activities to them personally; in particular the contribution of the volunteers and commented on the positive ripple effect that was created by the visit of the volunteers.
- **Building on existing work** – The activities were built on existing work in the community. In this sense they were not 'one off' activities without a history but built on past work (by ICV or others).
- **Partnerships** – There were many organisations that were working on the same issue or collaborated with the ICV team on activities creating a strong collective approach.
- **Sustainability** – Although recognising the positive impacts from the activity and the success of each activity, some stakeholders could see the size and scope of the broader issue raising the need about how to sustain the positive changes in the community arising from the activities.

The outcomes achieved through the ICV activities in the communities included in the assessment have the potential to contribute to ongoing economic and social impacts. In Ali Curung, potential impacts include:

- an improvement in animal health and management;
- a reduction in dog related illness among the community population (particularly children);
- improved community pride and well-being; and
- strengthened community connectedness.

In Pinjarra, potential social and economic impacts include:

- improved community resilience and associated potential for improvement in health and labour market outcomes; and
- improved nutrition and associated improvements in health and quality of life.

Indigenous Community Volunteers (ICV) is a registered charity and non-profit community development organisation which aims to close the gap in disadvantage between Indigenous and non-Indigenous Australians. ICV's approach to community development is primarily facilitated by matching volunteers' capabilities to community needs in a range of Indigenous communities across Australia.

Over the period 2013-14, ICV worked with 169 Aboriginal and Torres Strait Islander communities across Australia. This included 44 projects in the Northern Territory (NT) and 123 projects across various communities in Western Australia (WA).

ICV engaged KPMG to measure the social and economic impact of its activities in two specific communities in order to articulate the value of these activities to stakeholders. The two communities chosen for assessment were Pinjarra in Western Australia and Ali Curung in the Northern Territory. In both communities, ICV has been involved in extended community engagement and multiple partnerships and projects over a number of years.

The major steps in the approach to the assessment included:

- 1) identifying the ICV Story of Change;
- 2) identifying stakeholders;
- 3) conducting consultations;
- 4) triangulating the data from multiple data sources; and
- 5) assessing the impacts of the activities in economic terms, where feasible.

The approach to this assessment included working in partnership with ICV during the course of the project. ICV contributed by drafting a social impact statement, collecting data on the activities undertaken (including background data, inputs and listing of outputs), and preparation of other relevant materials. KPMG conducted independent stakeholder consultations in order to describe the activities and associated outcomes, and collated the data to develop the evidence base and carry out the analysis.

Data for the analysis was collected primarily through stakeholder interviews and focus groups with individuals directly involved in the projects in both communities. Interviews and focus groups are a rich source of information which yield insight into people's experiences, views, opinions and ideas. For this project, the impact of the activity on stakeholders and their community was considered to be central to the project. The key themes uncovered by this assessment were subject to thematic analysis. This was employed for this assessment as it moves beyond counting the frequency of words or phrases to uncover the implicit and explicit ideas within the collated data. Thematic analysis is valuable because it highlights the complexities of meaning within data and sheds light on the dominant ideas and experiences. Moreover, value is inherent in that this analysis helps contextualise outcomes, which is evidenced in the themes outlined in this report.

Nonetheless, the methodology was limited to the gathering of data mainly via conducting phone interviews and dealing with limitations around the access and availability of participants within the timeframes. Outcomes were identified and described, however, due to data limitations, were not quantified in monetary terms. However, a key strength of the method was the use of data from a number of different sources and the positioning of the experiences of those impacted by the change at the centre of the methodology.

## Ali Curung

The ICV activities at Ali Curung consisted of community education around the connection between dog health and human health. ICV conducted classes at the primary school, a men's cooking class, working with mothers and children at the playgroup centre and engaging in other community activities. The ICV activities were delivered over two weeks in 2014 and early 2015 in partnership with an Animal Management in Rural and Remote Indigenous Communities (AMRRIC) Education Officer and Animal Welfare Rangers from the Barkly Shire Council.

Ali Curung, known as 'dog country' places a particular significance on dogs. The significance of Indigenous culture and Ali Curung as 'dog country' needs to be acknowledged in considering the impact of the ICV activity. In attempting to raise awareness and educate the community on the connection between dog health and human health, the ICV activity has the potential to benefit all members of the community and to enhance overall wellbeing, even more so considering the place of dogs within the culture of the local community and Aboriginal Dreaming stories.

Stakeholder consultation indicated that the activity was timely for the school in Ali Curung as there was a significant problem concerning the number of dogs roaming the school and the behaviour and safety issues relating to 'cheeky' dogs. 'Cheeky dogs' is a common term for camp dogs known to be aggressive and who have a reputation for being hungry and diseased. The challenges associated with 'cheeky dogs' in Ali Curung fundamentally underpin ICV's involvement in the community. The specific issues identified in this assessment and that were also targeted as part of ICV's involvement were: dog health, human health (for example, intestinal worms in children) overcrowding, the behaviour of dogs and the handling of dogs (which also speaks to broader complexities related to community safety). This assessment highlights that there was recognition by community members that dog health, overcrowding, the behaviour of dogs, and the handling of dogs (in particular 'cheeky dogs') were issues in the community that required redress.

### Outcomes of ICV activities

There was in the community recognition that the partnership approach employed by ICV was effective in engaging the community. Stakeholders reported learnings on both sides, and within the partnerships, the

benefits were shared mutually. All the stakeholders reported that the ICV activity had been a learning experience which had had a positive impact on them personally and a positive impact on the community.

The consultations revealed some of the following points that highlight outcomes and results of the activities in Ali Curung:

- Children's knowledge of **hygiene practices** was improved with typical responses from the children surveyed including that they must now "*wash their hands before they eat*", "*don't kiss the dog*", "*must feed the dog*" and "*love their dog*" to ensure both their wellbeing and the wellbeing of the dogs.
- Other stakeholders reported increased knowledge and awareness of **dog handling practices** particularly around 'cheeky dogs'; and it was also noted that **children's handling of dogs** had improved and that children's behaviour towards dogs was more caring.
- It was reported that prior to ICV's involvement, the community was largely unwilling to discuss dog-related challenges. It was noted that people were disengaged regarding the issue of unhealthy dogs and some were unwilling take their dogs to vets. Evidence collected suggests that this is no longer the case, dialogue about the challenges dogs perpetuate in the community now exists, the community are proud of their healthy dogs and willing to seek help if their dog is unhealthy.
- Community members appreciated the partnership approach adopted by ICV and that the approach was considered effective in promoting greater community participation and ownership. The attempt to build partnerships with a range of groups and in both the formal and informal setting was viewed very positively by a range of stakeholders involved in the process.
- The positive impact created and experience was related to the process of learning. Some stakeholders reported attitudinal change.
- Stakeholders expressed feelings of pride in relation to the outcomes realised in the community and considered the outcomes to have a lasting, positive impact on them personally.
- The ICV activity was able to successfully draw on the importance and resonance of dogs in the cultural fabric of the community. Participants reported that working through culture was about changing attitudes towards dog health rather than attempting to change culture. Through working within culture and through culturally appropriate means such as storytelling, the community and a range of people were seen as more willing to engage in this issue.
- Stakeholders considered that the activity resulted in a large impact, that the impact was attributed to the involvement of ICV and that a number of other organisations who were working alongside ICV contributed to achieving the outcome.

### **Economic and social impacts**

The outcomes achieved through the ICV project in Ali Curung have the potential to contribute to ongoing economic and social impacts within the community. These impacts include:

- an improvement in animal health and management;
- a reduction in dog related illness among the community population (particularly children);
- improved community pride and well-being; and
- strengthened community connectedness.

Greater awareness of and improvement in animal health has a number of potential benefits including a reduction in skin diseases such as scabies. A reduction in dog-related illnesses has the potential to improve children's school attendance and performance. Implementation of the ICV activities through education also has the potential to improve connectedness with education programs generally.

Poor health and wellbeing can act as a limitation on the range of education and employment opportunities an individual can pursue and their level of job search activity. High rates of poor health and disability among Indigenous Australians are linked to lower than optimal employment outcomes. Improving health outcomes among Indigenous Australians to the same level as non-Indigenous Australians is estimated to increase

Indigenous employment by 8 per cent<sup>1</sup>. More broadly, most stakeholders considered that the approach that was adopted by ICV had the potential to address a long-standing and widespread problem in the community and could induce intergenerational change through working with children and harnessing education.

The positive impacts were attributed to the involvement of ICV and a number of other organisations working together to achieve the outcomes. There were divergent views on the longevity of the outcomes: for a small proportion of individuals, the change was seen to be short-term given the size and long-standing nature of the problem. This suggests that further work needs to be undertaken to investigate alternate methods of embedding these types of activities in the community. The anticipated outputs of the activities were educational sessions at the school and the community centre, and the development of teaching resources. It is estimated that the activity impacted between 200 and 350 people.

## Pinjarra

ICV activities occurred in Pinjarra over a number of years and centred around rebuilding a community organisation through the renovation of a cultural community centre for the Murray Districts Aboriginal Association (MDAA). The MDAA is made up of Indigenous Community Leaders and a board of eight Indigenous persons. While the renovations of the cultural centre were pivotal in attempts to strengthen community connections, the community's journey involved a range of activities and events, of which ICV was deeply involved in. The MDAA invited ICV into the community to undertake a series of diverse activities over several years, which included:

- developing architectural plans for the centre;
- building a half size basketball court and laying foundations;
- renovating the centre (to facilitate nutrition classes and homework classes);
- training in governance and policy; and
- renovations of the youth centre (current).

The problem that stimulated the initial invitation of ICV was the absence of a space that Aboriginal people of all ages, particularly youth, could use for a cultural hub, a meeting place, a place to share knowledge, and a place to promote healthy lifestyles through a range of activities. Moreover, there was a need to strengthen a representative body and governance to enable efficient operation in order to meet the needs of the community.

The existing cultural centre had fallen into disrepair since the death of the last leader of the association. The leader's daughter and her husband now wished to return the MDAA site to a hub for local Noongar people to meet and engage in community activities. The vision for the centre was to educate the community on healthy lifestyle choices, provide a safe place to store cultural knowledge, to engage youth, establish strong governance and establish enterprise in the centre. Part of the context of this vision was the history of the Aboriginal population in the region. The key leaders in the MDAA run a website entitled the 'Pinjarra massacre site'<sup>2</sup> which refers to an event in the region in the 1830s. During the consultations as part of this assessment, numerous references to the massacre were made and its continuing impact on the community's health and wellbeing. Consultations with stakeholders revealed that building the roof of the community centre was a keystone activity which impacted positively on the success of the project. Stakeholders reported the construction of the new roof was a turning point for the community and following installation, the community immediately started using the centre. The work undertaken on the cultural centre was practical as well as symbolic as it enabled Indigenous people to be empowered and work through difficulties to realise their vision. It was apparent during consultations that the issues and the subsequent action of working collaboratively to make the vision a reality was a deeply emotive experience for a range of people involved.

There are to be several elements that led to the success of these activities including:

- an initial strong vision by community leaders that related to community wellbeing and strong cultural pride;

---

<sup>1</sup> Deloitte Access Economics 2014, *Economic benefits of closing the gap in Indigenous employment outcomes*, report prepared for Reconciliation Australia, January.

<sup>2</sup> *Pinjarra Massacre Site*. For more information visit: <http://www.pinjarramassacresite.com/>

- working in partnership and transferring skills (e.g. laying concrete foundations and building the roof);
- persistence from the volunteers and the community when difficulties were encountered, ICV supporting the community and believing in them and their skills;
- the ability of ICV to draw on a range of professionals with a diverse skillset for numerous challenges that arose; and
- personal investment from the community and the volunteers that extended beyond professional relationships.

### **Outcomes of ICV activities**

There were many varied outputs of the activities including the installation of the roof, a renovated centre, installation of a community garden, production of an annual report and a community handbook. There was also a successful community opening of the centre which was well-attended.

The outcomes and impact that have been identified by stakeholders surpass the building of a structure. The renovation of the building was a practical project but also symbolic for the community. The refurbishment process led to the following, as identified by stakeholders:

- Community stakeholders reported feelings of empowerment.
- Community reports that ICV was effective in facilitating and enabling change whilst recognising and maintaining community stakeholders central role in the changes. Stakeholders reported that they valued ICV's long-term commitment. This is highlighted in the statement: *"ICV works in a really positive way with communities, you empower us to go after our dreams."* (Stakeholder, Pinjarra).
- Stakeholders recognised that challenges built resilience and that challenges enabled the outcomes to be truly valued. Stakeholders also valued being able to access ICV during challenges as it was evident that ICV believed in their abilities.
- Participants reported that trusting and committed relationships are fundamental to understanding the challenges and developing solutions to overcome issues in an Indigenous community. For some participants and for ICV staff, the significance of relationships enabled an appreciation of the complexities and broader issues influencing the community and that these long-term and committed relationships were fundamental to the progress of the project - this was highlighted in the following statement *"...we could get thrown any curve ball – a lot of people didn't want this to happen – it went against the grain - we didn't have many friends but with the ICV we had an arsenal of professionals at our fingertips- whatever someone threw at you, you knew you could go to ICV..."*(Stakeholder, Pinjarra).
- Stakeholders also observed examples of where ICV activities, such as the roof construction, involved the transfer of skills to other community members.
- Feelings of pride and achievement were reported from a range of stakeholders. This was contextualized as the outcome had direct implications for the community's wellbeing *"if the community had lost the battle and weren't able to do all of this – people's emotional wellbeing would have gone downhill because there is such a struggle to live their dreams – the community had a vision and they achieved it so for me it was the wellbeing side of things that would be the greatest measure."*(Stakeholder, Pinjarra).
- Reported feelings of enhanced empowerment due to the acquisition of knowledge and skills relevant to governance and leadership and also in that the governance and governance training reportedly initiated people's feelings of belonging and importance to the system they were operating in.
- Completion of the basketball court and regular use by young people.
- Increased cultural pride and ownership of the outcomes.

### **Economic and social impacts**

The outcomes achieved through the ICV project in Pinjarra have the potential to contribute to ongoing economic and social impacts within the community. Whilst limited given the data available, these impacts include:

- community resilience and empowerment; and

- improved nutrition.

Studies have highlighted the importance of community resilience and empowerment. A recent analysis was undertaken based on the scenario that Indigenous Australians face the same health and market outcomes as non-Indigenous Australians. The analysis found that the Australian economy would be more than 1.15 per cent larger in real terms under this scenario. An increase in government revenues associated with the broadened tax base created by the larger economy and a reduction in expenditure due to lower costs in areas such as health was also found as part of the analysis. Findings such as these represent important considerations for the work undertaken in Pinjarra and the outcomes now realised in the community.

As part of renovating the culture centre, an aim was to promote healthy living and use the space to host events that pertain to healthy lifestyle choices (e.g. cooking classes). It is known that poor nutrition contributes to excess morbidity and mortality amongst Indigenous Australians. Improved nutrition is thus significant as it is predicted that improving health outcomes amongst Indigenous Australians to the same level as non-Indigenous Australians is estimated to increase Indigenous employment by 8 per cent.

The key outcomes from the activity that were identified in consultations were:

- community belonging and enhanced participation;
- improved nutrition and health; and
- cultural pride, leadership and governance.

Broadly, this assessment highlights that stakeholders believed ICV's approach to community development was the right approach. Moreover, this assessment sheds light on the fact people involved contended that ICV's model should be more widely used. Data collated and analysis uncovered indicates that stakeholders considered the activity to have a substantial impact, and this impact was attributed to ICV's support and approach to community development and an array of other organizations also involved in the community development activities. There were estimates that the activities in Pinjarra collectively impacted approximately 400 people. Nonetheless, it is important to recognise the limitations of the data. There is anecdotal evidence, gathered through interviews and focus groups, to support the outcomes identified in this assessment, however, currently data is not available to measure an important array of factors.

## Key themes

Although the communities and challenges facing Ali Curung and Pinjarra were very different, the following common themes emerged in the assessment of ICV activities across both communities:

- **Local invitations** - ICV was invited into both communities by local people who needed additional skills or experience to create change in the community.
- **Discrete projects** - The ICV activities were well defined discrete assignments with a particular focus.
- **Positive asset based work** - All the stakeholders articulated the value of the ICV activities to them personally; in particular the contribution of the volunteers and commented on the positive ripple effect that was created by the visit of the volunteers.
- **Building on existing work** - The activities were built on existing work in the community. In this sense they were not 'one off' activities without a history but built on past work (by ICV or others).
- **Partnerships** - There were many organisations that were working on the same issue or joined in with the ICV team on the project creating a strong collective approach.
- **Sustainability** - although recognising the positive impacts from the activity and the success of each activity, some stakeholders could see the size and scope of the broader issue raising the need about how to sustain the positive changes in the community arising from the activities.

These findings were based on the stakeholder interviews and the other information that was analysed in the assessment.

ICV has feedback mechanisms in place that provide valuable information, for example, the volunteer's report and the community's evaluation tool report. However, the ability to measure costs and benefits of activities is limited by the lack of information on the base case (the situation prior to the ICV activity) and isolating the impact of particular ICV activities. As noted earlier, due to time and other resource constraints, the views of the full range of stakeholders were not captured through interviews or focus groups. For example, in Pinjarra

only one prominent individual involved in art was interviewed and only one individual who attended the cooking classes was interviewed. As such, it is unknown if other groups affected by the activities would rate the impact of the activity in the same way.

## Recommendations

The assessment has led to the following recommendations:

- That the valuable feedback mechanisms currently put in place by ICV (including the volunteer's report, the community's evaluation tool report, and the Community Development Officer's report) are continued and that the learnings from these reviews are monitored for possible improvements to practice.
- That before an activity commences, the community should define how it will measure the success of the activity and what key indicators will be used - there should also be an exploratory analysis to determine which data already exists on these key indicators and which data needs to be collected:
  - For example, in Ali Curung, data collection could be set up at the health clinic to collect information on dog bites and scabies to monitor progress on these issues in the community; and
  - in Pinjarra, information could be collected on the number of Aboriginal people who were engaged in the centre at various points in time.
- That information is collected on the impact of the activity on persons affected by the activity and that a broad range of stakeholders is considered in any future impact assessments.
- That ICV continues to endorse their model and partnership approach to community development, as the findings of this report highlight the strengths and advantages of a genuine community development approach.

KPMG acknowledges that ICV is committed to improving their Monitoring, Evaluation and Learning capabilities. ICV is currently in the process of undertaking a Monitoring, Evaluation and Learning Review and implementing reforms pertinent to evaluation systems and processes. It is important to recognize that these activities will work towards addressing some of the recommendations outlined in this report. Moreover, the findings and recommendations outlined in this report will be used to guide future reforms within ICV.

# Contents

Executive summary .....	3
Key themes .....	10
Recommendations .....	11
1 Introduction.....	13
1.1 Scope .....	15
1.2 Report structure.....	15
2 Approach.....	16
2.1 Background to the case study approach .....	16
2.2 Approach.....	17
2.3 Identify the ICV Story of Change .....	19
2.4 Identifying stakeholders.....	21
2.5 Conducting stakeholder consultations.....	22
2.6 Triangulate data from multiple data sources .....	23
2.7 Assessing the impacts of the activities .....	24
2.8 Strengths and limitations of the method .....	24
3 Ali Curung, Northern Territory.....	26
3.1 Background.....	26
3.2 ICV activities in Ali Curung.....	27
3.3 Identifying inputs and outputs .....	29
3.4 Findings - core themes .....	30
3.5 Outcomes of ICV activities .....	34
4 Pinjarra, Western Australia .....	38
4.1 Background.....	38
4.2 ICV activities in Pinjarra.....	40
4.3 Identifying inputs and outputs .....	42
4.4 Findings - core themes .....	44
4.5 Measuring outcomes in Pinjarra .....	49
5 Key Findings and Recommendations .....	53
5.1 Key findings .....	53
5.2 Recommendations.....	53
References .....	55
Appendix 1: Impact Map.....	56
Ali Curung.....	56
Pinjarra.....	59

# 1 Introduction

Indigenous Community Volunteers (ICV) is a registered charity and non-profit community development organisation which aims to close the gap in disadvantage between Indigenous and non-Indigenous Australians<sup>3</sup>. ICV's model involves a process of providing volunteers and development staff for community projects and undertaking capacity building in a number of communities across Australia that enables ongoing support and community building.

ICV aims to work alongside, and at the invitation of, Aboriginal and Torres Strait Islander individuals, families, organisations and communities to support reconciliation activities at the local community level. The process of operationalising this involves ICV providing skilled support and resources to Indigenous communities across the nation that are active in attempts to close the gap in Indigenous disadvantage. Typically, an organisation or person (the project applicant) approaches ICV to initiate their involvement. ICV's approach to community empowerment and collaboration seeks to support the development plans of Indigenous leaders and community members seeking assistance to foster a spirit of active participation in the communities themselves<sup>4</sup>.

The key mechanism through which ICV enacts reconciliation and empowerment is through community volunteers working in the community, with the project applicant. ICV activities fall into ten main action areas that are drawn from the Council of Australian Governments (COAG) action areas, namely:

- reconciliation;
- healthy homes;
- health;
- governance;
- gender;
- education;
- economic development and employment;
- early childhood development;
- culture and country; and
- community and family safety<sup>5</sup>.

Information provided by ICV indicates that the majority of projects undertaken over the last three years (2011 to 2014) have focused on supporting and promoting economic development and employment initiatives. At a secondary level, activities designed to strengthen culture and country, education and community and family safety have also been undertaken<sup>6</sup>.

The principles that guide ICV's work are outlined in Figure 1.1.

---

<sup>3</sup> ICV (2014), *Annual Report 2013-2014*.

<sup>4</sup> ICV (2014), *Annual Report 2013-2014*, p. 34

<sup>5</sup> Ibid.

<sup>6</sup> ICV (2015), *Social Impact Statement*, March, p.6

Figure 1-1: ICV's guiding principles

<b>Community ownership</b>	ICV works with Indigenous communities that request assistance in raising their health, wellbeing and self-sufficiency. ICV supports communities in their own initiatives, with skills and resources not usually available.
<b>Long-term sustainability</b>	Many challenges communities face are complex, trans-generational and take time to address. ICV makes long term commitments when partnering with communities, which may involve developing multiple projects over many years. Each activity is designed to ensure it meets the long term, overarching objectives of the community.
<b>Relationship driven</b>	ICV helps connect and strengthen relationships and local resources. These relationships can be between community members, government, businesses and non-government organisations. ICV's Community Development Officers and volunteers work in the field to build meaningful and respectful relationships with communities.
<b>Asset based development</b>	ICV takes an 'asset' rather than a 'deficit' approach to development, recognising and developing existing skills, resources and knowledge within a community.
<b>Reconciliation in action</b>	ICV connects Indigenous and non-Indigenous Australians, providing a platform to share cultural knowledge and skills. ICV's community development activities promote two way cultural understanding and respect. Reconciliation is at the heart of all of ICV's work.

Source: ICV (2015), *Social Impact Statement*, March.

ICV has a policy of working towards '*...continuous improvement and to achieving quality results for Aboriginal and Torres Strait Islander communities*'<sup>7</sup>. The organisation has taken steps to become an evidence-based organisation and has identified monitoring and evaluation (M&E) as a strategic ongoing priority for the organisation<sup>8</sup>. In 2013, ICV initiated a Monitoring, Evaluation and Learning (ME&L) project to further strengthen the evidence-base that shapes and directs ICV activities<sup>9</sup>. Parallel to this work has been the development of a Story of Change for the organisation (discussed further in Section 2).

ICV seeks to place greater emphasis on measuring the long-term impacts of projects and capacity building within the organisation for ongoing monitoring and evaluation. To understand the long-term impacts and overall social value, both quantitative and qualitative analysis is required of the various projects that ICV undertakes.

On this basis, ICV has engaged KPMG to develop an impact statement '*to emphasise an outcomes focus to the ME&L project*'<sup>10</sup>. ICV stated that '*an impact statement was seen as a valuable opportunity to apply a rigorous assessment to ICV activities in two communities and to articulate the value, or otherwise, of these activities to ICV's key stakeholders*'<sup>11</sup>.

<sup>7</sup> ICV (2015), *Social Impact Statement*, March.

<sup>8</sup> Ibid.

<sup>9</sup> Ibid.

<sup>10</sup> Ibid.

<sup>11</sup> Ibid, p. 6.

One of the purposes of this report is to test the ICV story of change <sup>12</sup> and to provide ICV with learnings to consider while it is developing a suitable framework for ongoing application to measure the social and economic impacts of ICV activities more broadly.

## 1.1 Scope

To explore the impact of ICV's work, ICV commissioned KPMG to assess the social and economic impact of ICV activities in two specific communities.

The scope of this project is to:

- design a social and economic impact tool to measure ICV's key outcome areas; and
- measure the social and economic impact of ICV activities in two communities.

The extent of measurement and quantification of the economic and social impact of ICV activities was limited to the extent of data available to undertake the analysis.

## 1.2 Report structure

The remainder of the report is structured as follows.

- Section 2 describes the approach to undertaking the social and economic impact analysis;
- Section 3 outlines the economic and social impact of ICV activities in the Ali Curung community;
- Section 4 outlines the economic and social impact of ICV activities in the Pinjarra community; and
- Section 5 describes key findings and implications.

A series of appendices are provided to support the analysis.

---

<sup>12</sup> The process of developing a Story of Change can assist organisations to clarify their outcomes, and to identify how processes and inputs are related to outcomes. ICV's Story of Change closely aligns with ICV's purpose and mission statements, key principles, and strategic plan.

## 2 Approach

The following section provides background to the adoption of the case study approach to undertaking the analysis. The key steps in the analysis are outlined and the limitations associated with the approach and analysis are described.

### 2.1 Background to the case study approach

The analysis assesses the social and economic impact from ICV activities in two example communities: Ali Curung in the Northern Territory and Pinjarra in Western Australian. The two communities were chosen according to the following criteria:

- 1) ICV has an ongoing relationship with the community;
- 2) There is access to key stakeholders involved in ICV activities over the past three years;
- 3) Multiple 'projects' and volunteer matches – which involves ICV matching a volunteer with appropriate skills and knowledge to the community's needs in order to carry out the community's project successfully;
- 4) There are records of community engagement and project activity over the past three years; and
- 5) There is access to staff who engaged with the community over the past three years<sup>13</sup>.

In both communities there has been extended ICV community engagement and multiple partnerships and projects over a number of years. In the case of Pinjarra, ICV has been engaged since July 2011 and maintains continued engagement with the community. ICV have had longstanding engagement with the Ali Curung community, including extensive project planning. The project under study for this assessment officially commenced in 2014. The timeframe for this assessment covers the ICV activities in the two communities from initial engagement to April 2015.

In choosing two communities for study, the question arises as to how typical the ICV activities are in these communities. In Ali Curung, the relevant categories of activity were Education and Healthy Homes and Reconciliation. In Pinjarra, the relevant categories of activity were Governance, Culture and Country and Health and Reconciliation. The full range of ICV activities across Australia fall into seven categories as shown in Chart 2-1. There is no one activity that is 'typical' of ICV due to the diverse array of activities undertaken by the organisation. A study of a greater number of communities would be needed to show whether the themes that emerge from this study are typical to ICV activities.

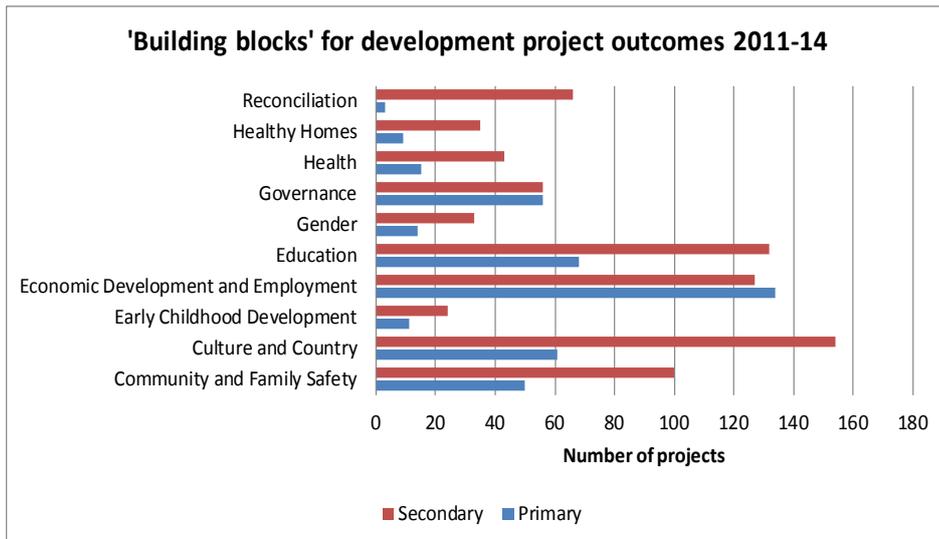
It has been acknowledged by ICV that there is a need to collect information which includes '*....activities such as community engagement, partnership and stakeholder engagement, design and scoping of projects, and scoping for a suitable volunteer placement in each community*'<sup>14</sup>. This information represents the most common thread between all the ICV activities.

---

<sup>13</sup> ICV (2015) *Social Impact Statement*, March p. 7.

<sup>14</sup> Ibid p.6-7.

Chart 2-1: Categories of ICV activities 2011-2014



Source: ICV (2015), Social Impact Statement, March, p. 5.

As outlined above, the social and economic impact analysis used a case study approach to assess impacts of ICV activities in the two Indigenous communities. A case study approach can be used to explain, describe and explore phenomena in the everyday contexts in which they occur. A number of perspectives can be used in the approach to develop a detailed picture for the purposes of the study. The approach was chosen to assess the social and economic impacts of ICV's work, so that a comprehensive and in-depth understanding of the events, issues and activities in each community could be developed.

## 2.2 Approach

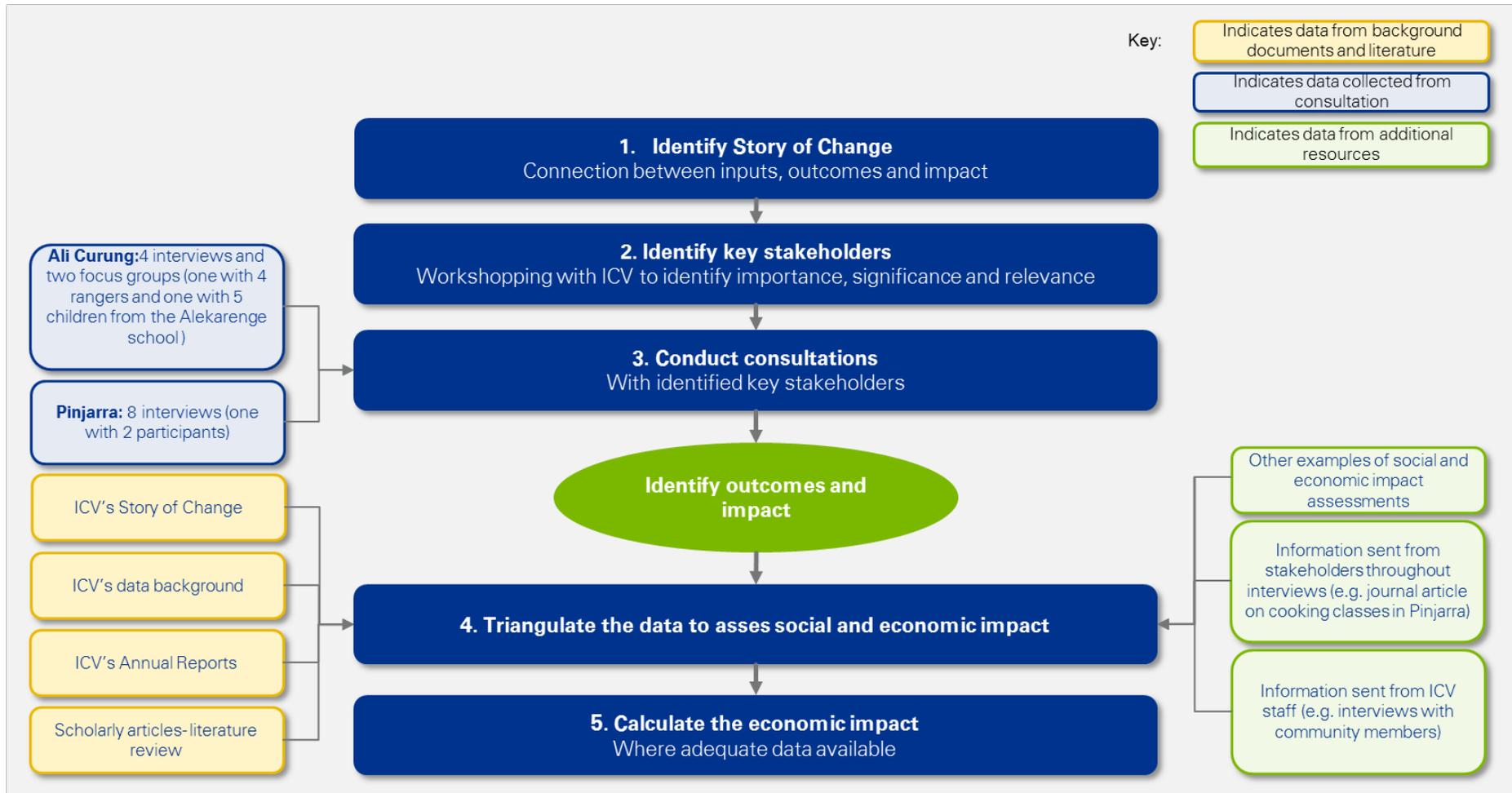
The approach to assessing the economic and social impacts involved KPMG working in close partnership with ICV as they continued to develop their social impact statement. This statement clarifies ICV's approach to community development, the guiding principles of the organisation, and the selection of the two communities for study. During the course of the project, ICV contributed by collecting data on its activities (including background data, inputs and outputs), and preparation of other relevant materials. KPMG conducted independent consultations with a range of stakeholders in order to describe the activities and to identify outcomes, and drew all the available information and data together to develop the overall analysis and inform key findings.

The major steps in the approach to the assessment are outlined in Figure 2-1. Key steps included:

- 1) identifying the ICV Story of Change;
- 2) identifying stakeholders;
- 3) conducting consultations;
- 4) triangulating the data from multiple data sources; and
- 5) quantifying in economic terms the impacts of the activities, where feasible.

The key five elements in the method are further described in the following sections.

Figure 2-1 – Major steps in the approach



Source: KPMG

## 2.3 Identify the ICV Story of Change

The first stage of the analysis involved considering ICV's recently drafted Story of Change. The process of developing a Story of Change can assist organisations to clarify their outcomes, and to identify how processes and inputs are related to outcomes. A description of how the ICV Story of Change was developed is outlined in Box 2.1.

ICV has reported that the model is still in a draft form and will be further refined and completed as part of an ongoing learning process.

The Story of Change closely aligns with ICV's purpose and mission statements, key principles, and strategic plan. For example, ICV's vision statement stipulates that ICV's ultimate goal is to enhance equality and enable empowerment<sup>15</sup>.

*Box 2-1: Development of ICV's Story of Change*

### Developing the ICV Story of Change

The ICV theory of change was developed with input from ICV executive staff.

Initial input on shaping short, medium and long term outcomes was collated through emails from staff located in Canberra, Sydney and Perth.

A workshop with executive staff was held in March 2015 via teleconference to identify ten key outcomes based on ICV's principles, purpose and mission statements, the strategic plan and existing building blocks/pillars.

Executive staff were asked to prioritise and frame the defined outcomes as short, medium or long term objectives and ensure the language used reflected ICV's approach.

ICV's inputs, outputs and outcomes were then framed into a visual representation to emphasise ICV's community engagement and development model and the process by which change occurs in communities.

Executive staff then participated in a second discussion to allow for any final feedback before the Story of Change was to be tested as part of the social impact assessment.

*Source: ICV (2015), Social Impact Statement*

The key **outcomes** in the Story of Change are:

- improved economic and financial independence;
- improved cultural and social well-being; and
- improved quality of life and health.

The key **inputs** which are used to deliver activities are:

- ICV's partnerships with Aboriginal and Torres Strait Islander people and their communities, funding, the community development framework, governance, IT systems and infrastructure, and the Monitoring, Evaluation and Learning (ME&L) framework.

Key **outputs** include meetings, brokered relationships, education, capacity building, cultural engagement, health and nutrition activities, improved infrastructure and formal training.

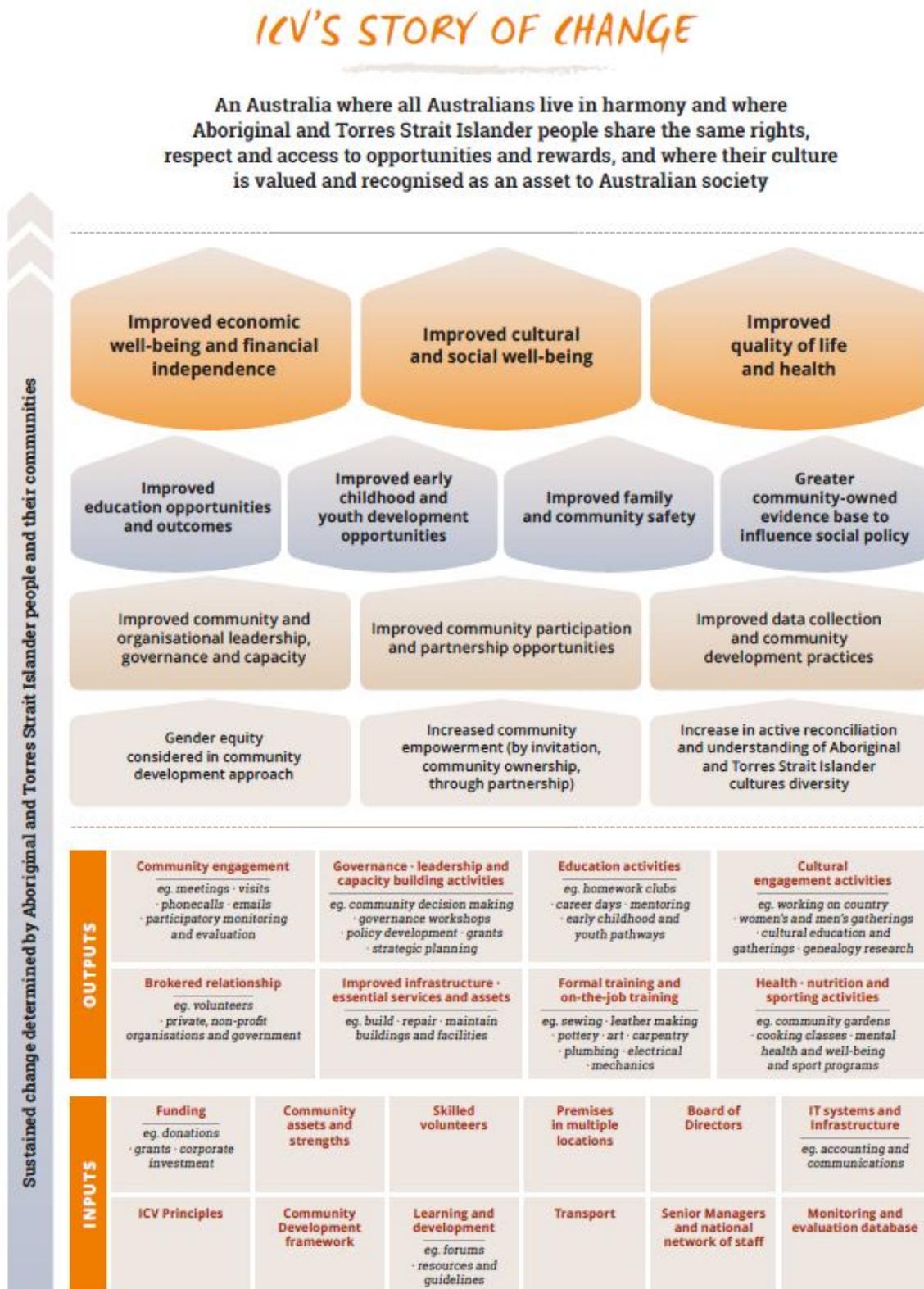
Community ownership of activities and ICV partnership with Aboriginal and Torres Strait Islander people and their communities is a key theme threading through the Story of Change and is seen as central to the ICV model of working.

ICV's Story of Change is outlined in Figure 2-2.

---

<sup>15</sup> Ibid.

Figure 2-2: ICVs Story of Change



Source: Information provided by ICV

## 2.4 Identifying stakeholders

KPMG conducted independent stakeholder consultations in order to uncover and explore:

- stakeholder’s perceptions of the ICV activity;
- perceptions of outcomes achieved by the ICV activity; and
- the impact of the activity on the stakeholder and the community.

Stakeholder perceptions were placed in the centre of the methodology, and their perceptions were supplemented, where possible, with other sources of information.

The initial identification of stakeholders was carried out in partnership with the ICV team. This involved developing an extensive list of the stakeholders for each case study community. The list was then categorised in terms of the significance, relevance and importance of each of the stakeholder groups for each project in the two communities.

Stakeholders chosen were directly impacted by the activity, for example:

- children at the primary school and the school Principal at Ali Curung; and
- community members participating in the cooking class at Pinjarra.

Other stakeholders who were seen as central to the activity, including:

- ‘the project applicant’ (community member requesting ICV assistance);
- the Community Development Officer (CDO) and/or the Regional Manager; and
- the ICV volunteers.

In addition, other stakeholders were chosen to reflect a diverse range of perspectives on the activity (e.g. the health clinic in Ali Curung and a PhD student involved in research in Pinjarra).

Consideration was also given to the inclusion of a group of community members and a ‘Cultural Contact’ for the community who was consulted prior to the commencement of the consultations. Community members were consulted as part of the assessment, however, the Cultural Contacts were not able to participate in the assessment although KPMG did have contact with them in order to gain approval for specific consultations.

The list of stakeholders who were considered, and those who were included in the consultations is outlined in Table 2-1.

The initial plan for undertaking stakeholder consultations included conducting six interviews and one community focus group in each community. Constraints on the availability of stakeholders meant that a community focus group was not feasible in Pinjarra. In Ali Curung, a second focus group formed and asked to participate in the project. The final list of stakeholder consultations is provided in Table 2-1.

The stakeholder consultations included eight interviews in Pinjarra and four interviews and two focus groups in Ali Curung. The focus groups in Ali Curung consisted of five children of the Alkerange School and three Animal Welfare rangers and a Regional Animal and Environmental Health Officer.

*Table 2-1: Stakeholder consultations in two communities*

Ali Curung stakeholders consulted	Pinjarra stakeholders consulted
AMRRIC <sup>16</sup> (project applicant for the first ICV visit)	Two project applicants
ICV volunteer	ICV volunteer
Alkerange School principal	Board member

<sup>16</sup> AMRRIC is a not-for-profit organisation that aims to work with Indigenous people in remote and rural communities to improve animal and community health. AMRRIC was the project applicant for the first visit ICV made to the community. For more information visit: <http://www.AMRRIC.org/about-us>

Ali Curung stakeholders consulted	Pinjarra stakeholders consulted
Community Development Officer	ICV Regional Manager
Health clinic (contact but not formal interview)	Two Community Development Officers
Five children at the Alkerange School (focus group)	PhD Student
Three Barkly Regional Council Animal Welfare Rangers and one Regional Animal and Environmental Health Officer (project applicant for the second visit) (focus group) <sup>17</sup>	Representative from Peel Development Commission <sup>18</sup>

Source: Stakeholders identified based on KPMG consultation with ICV

## 2.5 Conducting stakeholder consultations

The KPMG team designed a set of interview questions<sup>19</sup> to elicit information on the following themes:

- participant's role in the activity;
- confirming the aims of the activity;
- perceived outcomes;
- personal impact;
- impact on the community;
- measurement of outcomes;
- unintended consequences;
- if other activities were displaced as a result of the activity;
- would the outcome have been achieved without the activity (counterfactual);
- whether the outcome could be attributed to the activity; and
- how long the outcome is anticipated to last.

The questions were designed to be open-ended to allow the participant to talk about their experiences. The interview questions were formulated taking into account the *Social Return on Investment Guide*<sup>20</sup>. The original interview questions were adapted when talking with Aboriginal elders and also when discussing the impacts of the project with the young children.

In addition to asking for their views, participants were also asked to respond to three five point scales to:

- rate the size of the impact on the community;
- rate whether the outcomes would have happened anyway (without the activity); and
- rate how much of this outcome occurred because of other people or organisations.

A consultation guide was developed to ensure participants were aware of the purpose of the project and their rights. The consultation guide was circulated to each interviewee prior to the focus groups and interviews.

<sup>17</sup> The Regional Animal and Environmental Health Officer was the project applicant for the second visit ICV made to the community.

<sup>18</sup> Peel Development Commission is a statutory authority established in 1994 by the Western Australian State Government under the Regional Development Commissions Act 1993. For more information visit: <http://www.peel.wa.gov.au/the-commission/>

<sup>19</sup> The interview questions were informed by prior experience as well as the SROI Guide. The SROI Network (2012), *a guide to Social Return on Investment*, January.

<sup>20</sup> The SROI Network (2012), *a guide to Social Return on Investment*, January.

KPMG also sought background briefing and advice from the ICV team in regards to the appropriate configuration of focus groups.

KPMG understands that relationships are fundamental to ICV’s success, in particular the ability to empower communities to realise their goals. This was, therefore, recognised as critical throughout the lifespan of the assessment and was particularly relevant to consultations. There were a range of actions that were taken in order to mitigate the potential risk of jeopardising relationships that ICV had built and to avoid creating tension between groups in the community.

The consultation process was an iterative process, and involved a range of ICV staff. It is important to note that, where possible, KPMG sought approval from prominent community leaders to speak to certain stakeholders throughout the consultation period. Consultation was carried out in April and May 2015.

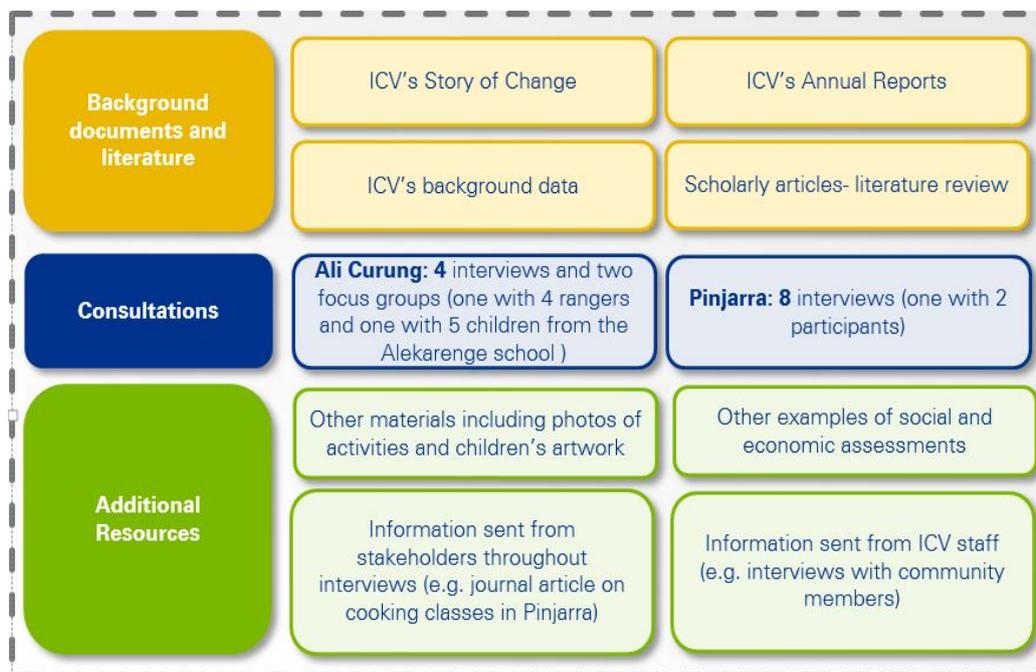
## 2.6 Triangulate data from multiple data sources

The analysis of outcomes was undertaken through consideration of a range of data. The multiple data sources are shown in Figure 2-3. This included background documents and literature such as ICV’s Story of Change, ICV’s annual reports, scholarly articles (which informed the literature review) and ICV’s background data. Extensive data was also collected throughout consultations via interviews and focus groups in each community. Additional resources used to inform the analysis of outcomes included other examples of social and economic assessments, information sent from stakeholders involved through consultations and further information obtained from ICV staff involved in the community activities.

Thematic analysis was applied to this data in order to produce an analysis of outcomes. Thematic analysis is a method commonly used to analyse rich, in-depth qualitative data. It was employed for this assessment as it moves beyond counting the frequency of words or phrases to uncover the implicit and explicit ideas within the collated data. Thematic analysis is valuable because it highlights the complexities of meaning within data and sheds light on the dominant ideas and experiences and helps contextualise outcomes.

Further analysis of the outcomes highlighted the potential social and economic implications.

Figure 2 3 – Key data sources in the assessment



Source: KPMG

## 2.7 Assessing the impacts of the activities

This part of the assessment is designed to measure change that is relevant to the stakeholders being affected by the various activities undertaken. Telling how change is being created and experienced by measuring social and economic outcomes is integral to the overall impact assessment. Given data limitations, it was not possible to quantify outcomes directly attributable to ICV activities. However, potential economic and social outcomes are described in quantitative terms. The approach to the assessment enables the social value generated to be captured which is important in understanding the impact of these types of activities in Indigenous communities.

Central to the evaluation is an impact map, logic model or story of how a particular intervention or strategy makes a difference. In the case of ICV, the organisation's Story of Change is critical to understanding the long-term impacts ICV has on communities and is used throughout the analysis, in line with best practice. The Story of Change depicts how stakeholders are involved with ICV and their perceptions of how their lives have changed as a result. Stakeholder's views of perceived impacts were drawn on in the analysis in each community.

To ensure a robust analysis, it is important to consider the empirical evidence of project outcomes such as economic benefits and outcomes for community participants, but also the social and developmental impacts on individuals, communities and volunteers, such as respect, understanding and socialisation.

## 2.8 Strengths and limitations of the method

As with any assessment, there are a number of strengths and limitations inherent in the methods used. The major strengths and limitations are outlined in Table 2-2.

Table 2-2: Strengths and limitations of the approach

Strengths	
<b>Data from a range of sources</b>	In order to conduct this assessment, a range of data sources have been drawn upon to enable a detailed and in-depth assessment. This includes ICV documents, literature, interviews and focus groups.
<b>Placed those impacted by change at the centre of the methodology</b>	Placing those impacted by the change at the centre of the methodology enables a deep understanding of their experience of the activities and the outcomes from the activities.
<b>Broad range of stakeholders consulted</b>	For both communities, a range of stakeholders were consulted. This enabled insight and collection of a range of different and unique views, experiences and opinions. The diversity of views will allow a richer overall assessment and development of the story of impact in each community.
Limitations	
<b>Phone interviews limited engagement</b>	Although the majority of participants agreed to being consulted by phone, in both communities, it was evident that phone interviews limited engagement in some cases. Some stakeholders were initially unwilling to engage or share information.
<b>Sensitivities among stakeholder groups</b>	In reference to Pinjarra, there were some sensitivities outside the community regarding the project. To minimise raising any potential issues or sensitivities, these stakeholders were not consulted as part of this assessment.
<b>Access and availability of participants</b>	Not all stakeholders were accessible and available in the data collection phase, which again may have potentially limited the range of viewpoints that were available for the case study.

<b>Quantifying impacts through economic analysis</b>	The methodological approach for this assessment implicates economic analysis and the assignment of monetary values to outcomes to capture the impacts experienced by the community and individuals. This has been conducted where feasible.
<b>Outcomes were not measured independently</b>	The scope of the study did not include collecting data on the outcomes in the assessment. Outcomes were self-reported by participants and verified where possible via multiple data sources.

Source: KPMG

During the assessment, the KPMG team was made aware of ongoing sensitivities in Pinjarra related to the massacre of Indigenous persons that occurred in the area in 1834<sup>21</sup>. It was also evident in Pinjarra that there were sensitivities around a number of external stakeholders and their involvement in activities in the community. The final list of stakeholders to be consulted for the assessment was framed around these sensitivities and agreed between KPMG and ICV.

Another limitation was access and availability of participants in the time frame for the assessment and the number of stakeholders that were able to be interviewed within the project constraints. While activities in both communities are inherently complex, involving a range of individuals and organisations, it was not feasible within the constraints of this assessment to consult with all those involved. As noted, stakeholders were prioritised in terms of their relevance and significance to the activities undertaken in the community. Within the timing for data collection, it was not possible to conduct a focus group at Pinjarra (the focus group was scheduled but did not occur). Hence there were fewer perspectives of people directly impacted by the activity that were able to be included in the assessment for Pinjarra.

---

<sup>21</sup> The story of the Bindjareb Nyungars. For more information visit:  
<http://www.pinjarramassacresite.com/content/witnesses/>

# 3 Ali Curung, Northern Territory

## 3.1 Background



Ali Curung, which means ‘country of dogs’ or ‘dog dreaming’, is an Indigenous community located 350 kilometres North of Alice Springs in the NT within the Warrabri Aboriginal Land Trust<sup>22</sup>. In the most recent Census of Population and Housing, the recorded Indigenous population in the community was 485<sup>23</sup>. This represents around 90 per cent of the total population of the community.

Similar to the general population, most families in Ali Curung have one (34 per cent) or two children (25 per cent)<sup>24</sup>. Almost half the population live in a household comprising six or more people living in the one dwelling<sup>25</sup>.

*Dogs in Ali Curung*

A summary of demographic and economic information for the Barkly region (excluding Tennant Creek) where Ali Curung is located is outlined in Table 3-1.

*Table 3-1: Economic and demographic statistics, Barkly region*

	Barkly	Northern Territory
<b>Population</b>	3,117	240,759
<b>Aboriginal and Torres Strait Islander Peoples (% of population)</b>	78.7	26.8
<b>Fertility Rate</b>	2.2	2.2
<b>Median Age (years)</b>	26.8	31.6
<b>Persons with Post School Qualifications (%)</b>	32.9	56.5
<b>Average Total Income (\$)</b>	41,758	54,794
<b>Unemployment Rate (%)</b>	11.4	5.3
<b>Participation Rate (%)</b>	39.6	63.9

*Source: Australian Bureau of Statistics*

Relative to the Northern Territory as a whole, the Barkly region has a significantly higher proportion of Aboriginal and Torres Strait Islander persons within the population. The average fertility rate within the area is similar to the Northern Territory but the average age of the population is significantly lower. Comparison of the regional characteristics with the broader Northern Territory highlights a number of potential challenges, including:

- a significantly lower proportion of residents who hold a post school qualification;
- a lower average total income;
- an unemployment rate that is more than double the rate for the Northern Territory as a whole; and

<sup>22</sup> Barkly Regional Council. <http://barkly.nt.gov.au/communities/ali-curung>; Ali Curung Arts and Cultural Centre. For more information visit: <http://www.australianaboriginalartgallery.com.au/location.html>

<sup>23</sup> Australian Bureau of Statistics (2011), *Census of Population and Housing*.

<sup>24</sup> ABS (2011), *Census Explorer. Ali Curung*. For more information visit: <http://www.sbs.com.au/censusexplorer/>

<sup>25</sup> *Ibid.*

- a significantly lower participation rate.

Within the Ali Curung community there is a primary school, health clinic, police station, Arlpwe Art and Culture Centre, Barkly Shire Office, Community store (with fuel), Baptist Church and Warrabri Barky. Ali Curung is one of the few remote towns with surfaced road and in relatively close proximity to a major centre<sup>26</sup>. The languages spoken in Ali Curung are Kaytetye, Warlpiri, Waramungu and Alyawarr Kaytetye, although Warlpiri is the main language<sup>27</sup>.

In Ali Curung, 'cheeky dogs' is a common term for camp dogs known to be aggressive. These dogs are commonly a group of dogs found in Indigenous communities and have a '*reputation for being perpetually hungry, often diseased, and occasionally aggressive*'<sup>28</sup>.

The main issue that was recognised in Ali Curung was the need for community education on the management of dogs in the community and the connection between dog health, human health and environmental health.

The situation of dogs in Ali Curung led to Animal Management in Rural and Remote Indigenous Communities (AMRRIC) inviting ICV into the community so that an ICV volunteer could work with the community and children at the primary school around dog health and human health. The spread of zoonotic disease in particular, gut worms and scabies from dogs to people children, was found to be a significant issue impacting the community and informed a core focus of the ICV activity.

The ICV activity concentrated on the importance of hygienic practices and raising awareness of such practices in children and other members of the community. Another issue that was identified as needing attention was children's behaviour and treatment towards dogs. This was also a focus of the educational program.

Moreover, ICV's involvement in Ali Curung also involved AMRRIC (the first project applicant that was the impetus for the placement of the volunteer in Ali Curung) and the Barkly Regional Council (responsible for the second invitation of the volunteer). The Barkly Regional council was involved through the Animal Welfare Rangers who focus on dog health and who had been deeply involved in the community, implementing desexing programs to address the health of the dogs and manage the population of the dogs in Ali Curung. AMRRIC is a national not-for-profit charity that aims to promote dog health and its role in the health of Indigenous communities.<sup>29</sup> AMRRIC is led by veterinarians, academics, health and animal management professionals and aims to work alongside Indigenous communities to '*improve the health and wellbeing of companion animals and through this work, to improve the overall health and wellbeing of remote Indigenous communities*'<sup>30</sup>.

## 3.2 ICV activities in Ali Curung

The aim of ICV's involvement in Ali Curung was to successfully carry out the project titled '*Education Program on Animal Health & Welfare*'. The work was aimed at educating the community about the interconnectedness of human and dog health and attempt to reduce the incidence of zoonotic infections. This work was complementary to the extensive work of the Barkly Regional Council, in particular the Animal Welfare Rangers and AMRRIC who were already working on activities in this area.

While a range of groups and individuals from the Ali Curung community were engaged, children at the Alkerange School were the primary focus. The rationale for engagement of children was that this would enable generational change. The focus of the activity was children from grades one to nine at the Alkerange School. The aim of the lessons was for children to learn about developing a deep caring for dogs as well as helping them understand how important hygienic practices are for dogs and humans to remain healthy. Although the target audience for this project was children, a range of groups and individuals in the community were also

---

<sup>26</sup> Stakeholder interview conducted by KPMG.

<sup>27</sup> ICV notes on Ali Curung.

<sup>28</sup> ABC (2013), *Keeping Safe around Cheeky Camp Dogs*, May. For more information visit: <http://www.abc.net.au/local/audio/2013/05/22/3764960.htm>

<sup>29</sup> AMRRIC, *About Us*. For more information visit: <http://www.AMRRIC.org/about-us>

<sup>30</sup> Ibid

engaged outside of the classroom and through more informal means (e.g. while playing football with people in the community outside of school hours and participating in Church activities).

The ICV activity involved a volunteer visiting the community for two weeks in 2014 (17 to 30 May 2014) and for another two weeks almost a year later (from 23 March to 2 April 2015). The ICV activity consisted of:

- One week jointly delivering a community education program by the ICV volunteer, the AMRRIC Education Officer, the Animal Welfare Rangers from the Barkly Shire Council, and a vet sponsored by AMMRIC at:
  - the local school (focusing on handling 'cheeky dogs');
  - the Arts Centre;
  - the Health Centre;
  - the men's cooking class;
  - the childcare centre; and
  - the play group association with Families as First Teachers.
- A second week where the ICV volunteer solely delivered education programs to classes within the school to:
  - produce a piece of work fostering 'deep caring ethics for dogs' (through creative lessons such as building paper Mache dogs (with grade 3/4), cultural artwork, and visiting the children's houses and photographing them with their dogs to include in their stories) and focusing on providing basic needs for dogs (food, water, medicine, play and love and a dry place to sleep) and the importance of desexing);
  - writing a children's book illustrated by Alekarenge School;
  - create a movie about 'Suncream' a dog that spends lots of time at the school and screening the movie at the Family Celebration Day Ali Curung in May 2015;
  - facilitate a visit from the clinical nurse consultant to grades 5-9 to discuss healthy dogs, healthy kids and production of a comic book; and
  - demonstrate learning on meeting the basic needs of dogs to promote good health in the broader community.

The two activities should be seen in the context of ongoing work in community. The ICV volunteer previously worked with AMRRIC on a healthy dogs and healthy community program in Tennant Creek in 2008 (Ali Curung is located 170 kilometers South of Tennant Creek)<sup>31</sup>. At Tennant Creek, the volunteer facilitated the students working closely with AMRRIC and the Anyinginyi Health Aboriginal Corporation to obtain relevant information on the connections between dog and children's health<sup>32</sup>. At Tennant Creek, the activities included:

- making a short video with the children - how to keep kids and their dogs healthy including a community screening at the Nyinkka Nyunya Art and Culture Centre;
- 'Dogs Day out' (community sausage sizzle and games with prizes awarded by local businesses);
- students presenting to Barkly Shire Council on dog health issues making recommendations for dog desexing and community education;
- applying for and obtaining a grant to produce and distribute a flyer 'healthy dogs, healthy kids' sent to every primary school and kindergarten in the NT; and
- one student applying to the vet clinic in Katherine for a remote area vet nurse position, focusing on dog health in communities.

---

<sup>31</sup> ICV (2015), *Social Impact Statement*, March.

<sup>32</sup> ICV Volunteer in association with AMRRIC, *Final Report Ali Curung Healthy Dogs, health communities Education program 17 May to 30 May 2014*.

After this earlier work, the Council advertised for a “Healthy dogs, healthy communities” project officer for the Barkly Shire and a dog desexing program was introduced. The ICV activities under study should be viewed within the context of building on this earlier work.

### 3.3 Identifying inputs and outputs

The inputs to the ICV activity include the volunteer’s time and travel expenses, as well as the accommodation and materials provided by the community organisation issuing the invitation into the community. The inputs are listed, and where possible quantified, in Table 3-1.

Table 3-2- Inputs – Ali Curung Healthy Dogs, health communities education program

Organisation	Input	Costs
<b>ICV volunteer</b>	Volunteer expenses (flights, car hire, allowance) per visit	\$846.45 flights \$381.50 accommodation <b>Total: \$1,227.95 (x2 for 2 visits)</b>
	Volunteer value of time (equivalent award for relevant profession x no. of days) per visit	14 x \$471 <b>Total: \$6,594 (x2 for 2 visits)</b>
	Accommodation for the volunteer and any accompanying dependents	Unknown
	Materials for the project (including video equipment)	Unknown
<b>ICV Community Development Officer</b>	Time spent undertaking project (44 hours)	\$1,380.72 (value of time)

Source: ICV

The outputs associated with the ICV program at Ali Curung are summarised in Table 3-2. The anticipated outputs of the activities were educational sessions at the school and the community centre, and the development of teaching resources. It is estimated that the activity impacted between 200 to 350 people. Exact numbers involved in each activity and the numbers of families impacted, were not specified during consultations.

Table 3-3: Outputs - Ali Curung Healthy Dogs, healthy community’s education program

Activity	Output	Anticipated outcomes
<b>Develop an education program on dog health</b>	5 school education sessions (with each class at the school, and a session for school teachers)	<ul style="list-style-type: none"> <li>Improved knowledge of hygiene practices around dogs</li> </ul>
	Production of paper-mache dogs, story books, comic book, artwork and a video	
	4 community education sessions : Arts Centre, Health Centre, men's cooking class, Childcare Centre – Families as First Teachers (FaFT)	<ul style="list-style-type: none"> <li>Knowledge of connection between dog and human health</li> </ul>
	Dog parade and dog health education during the family celebration day	<ul style="list-style-type: none"> <li>Improved community participation and partnership opportunities</li> </ul>
<b>Create a student designed teaching</b>	Student designed teaching resource created by each class at the school (2 books, mural, watercolour paintings)	<ul style="list-style-type: none"> <li>Improved quality of life and health</li> <li>Improved cultural and social well-being</li> </ul>

Source: ICV

## 3.4 Findings - core themes

The following section summarises the findings, in terms of core themes, derived through consultation with the Ali Curung community. These core themes are:

- community recognition and perception of the problem;
- ICV's partnership approach;
- connecting dog health, human health and community wellbeing;
- creating a positive impact for those involved;
- knowledge and awareness of dog health and behaviours;
- working with children and harnessing education;
- working through culture; and
- significance of relationships.

### 3.4.1 Community recognition and perception of the problem

It was reported that prior to ICV's involvement, the community was largely unwilling to discuss dog-related issues that influence the wellbeing of people and the community as a whole. It was noted that people were disengaged in regards to the issue of unhealthy dogs and would not take their dogs to vets or generally care for them appropriately. The context for this was that there was an element of shame that existed in the community in regards to their dogs which was largely an unspoken issue reflecting environmental, social and cultural factors.

***'...it's fairness, you grow up in the city with RSPCA and all the kids know that but if you grow up in the community here, all they know is sick dogs - it is not fair- why does everyone else have access to those services and we don't, how come they don't grow up knowing that there are services, all they know is to shoot the dog and they are given a gun...ten years down the track, all the kids growing up with the dog program, that will make the difference.'* (Stakeholder, Ali Curung).**

The specific issues identified in the consultations that were targeted as part of ICV activities included dog health, overcrowding, the behaviour of dogs, and the handling of dogs (in particular, 'cheeky' dogs').

- the number of dogs in the community (the School Principal counts 10-20 dogs roaming the school each day, reportedly travelling in packs);
- community safety and handling of dogs especially the behaviour of 'cheeky dogs' – there had been recent dog bites at the school and one participant had three dog bites;
- the health of dogs may be compromised and may include being underfed, or having mange and scabies;
- children's attitudes and rough behaviour towards dogs; and
- intestinal worms in children. Strongyloides worm eggs exist in the soil and are easily transferred to children from the soil where dogs have defecated<sup>33</sup>.

---

<sup>33</sup> ICV Volunteer in association with AMRRIC, *Final Report Ali Curung Healthy Dogs, health communities Education program 17 May to 30 May 2014*.

There was feedback from stakeholders that a number of these issues are being addressed and that progress has been made. It was reported that the number of dogs in the community is being controlled through the desexing program. As a result of the ICV activity and because of fewer dogs in the community, dogs are now valued, people are proud of their healthy dogs, dogs are becoming valuable commodities, dogs are taken to the vet and are developing “shiny coats”. Stakeholders also reported incidences in which community members are now initiating conversations about dog health, which is seen as a valuable change.

### 3.4.2 ICV’s partnership approach

The relational partnership approach employed by ICV was found to be effective in engaging the community. Stakeholders commented that the community is more open to a consultative and engaging approach rather than a ‘hard’ approach.

***‘...you don’t go in there like most government agencies with a big stick - it always fails...you work with the community and at their speed and on their time.’ (Stakeholder, Ali Curung)***

Stakeholders reported learnings on both sides, and within the partnerships, and that the benefits were shared mutually. For example, learning more about Indigenous culture as the volunteer was invited by the community to engage in cultural events. Other stakeholders involved reported improved learnings around dog health, human health and how to adopt a more caring approach to dogs.

ICV staff were equated to family by a participant which illustrates the depth of the partnership which resulted from the activity.

Stakeholders and in particular community members indicated that they appreciated the partnership approach adopted by ICV and that the approach was considered very effective in promoting greater community participation and community ownership. The attempt to build partnerships with a range of groups and in both the formal classroom setting and outside of class in particular was viewed very positively by a range of stakeholders involved in the process. The involvement of the ICV volunteer had a strong personal impact on a range of people.

### 3.4.3 Connecting dog health, human health and community wellbeing

The work of the volunteer was primarily aimed at improving community knowledge of the connection between dog and human health. This involved a range of activities that included the following: 5 school education sessions (with each class at the school, and a session for school teachers), Production of paper-mache dogs, story books, comic book, artwork and a video, 4 community education sessions:

- Arts Centre;
- Health Centre;
- men's cooking class;
- Childcare Centre – Families as First Teachers (FaFT);
- dog parade and dog health education during the family celebration day; and
- student designed teaching resource created by each class at the school (2 books, mural, watercolour paintings).

The educational program was not contained to the classroom – a range of activities were also held at the Church, community playgroup and more generally while the volunteer was working in the community through more informal means. It is important to recognise that stakeholders reported that these informal and additional activities resulting in improved community engagement and along with the structured delivery of educational programmes, enhanced people’s understanding of the connection between dog health, human health and community wellbeing.

Participants also spoke about the importance of dogs in culture, and how cultural factors underpin the link between community health and dog health.

***‘...you can worm and make sure your kids are healthy but if your dog is unhealthy the community will be unhealthy.’ (Stakeholder, Ali Curung)***

Moreover, the timing of the activity was seen to be important. For example, the school teacher's program consisted of work around how to avoid dog attacks. There had been recent attacks on teachers by two 'cheeky dogs' at the school. The school Principal noted that the ICV work was timely and aligned with concerns at the school which led to them recently to erect a fence around the kindergarten area due to safety concerns. Creating a positive impact for those involved.

All the stakeholders reported that the ICV activity had induced a positive impact on them personally and a positive impact on the community. Moreover, it was dominant throughout discussions that this positive impact was related to the process of learning. It resulted in attitudinal change from some stakeholders. Stakeholders also reported that the impact from the activity was seen to be greater than was originally anticipated.

***'(The volunteer) spreads information on the ground, can't put a finger on what she does- what she leaves on the ground is great for the team because months later people are talking about dog health.'* (Stakeholder, Ali Curung)**

This positive impact was spoken about by one stakeholder in particular who had been initially resistant to the idea of using education to address the issues arising due to poor dog health in the community. After seeing the impact of the activities, this particular stakeholder fully endorsed the approach and spoke about the significant impact the issue had had on them personally.

Additionally, stakeholders reported that the ICV activity, which brought new ideas to address the issues stemming from dogs in the community, reinvigorated and complemented pre-existing efforts to address dog health in Ali Curung.

It was also reported that the ICV volunteer who became known in the community as the 'dog lady' had been particularly influential because of her enthusiasm and the ability to involve people. Stakeholders also discussed the positive impact of the committed individuals being able to rally people to work together for the same purpose. This was reaffirmed by the creative methods used to engage the children. People had also reported that the learning experience and the positive impacts which flowed involved a range of different people, who were able to work cooperatively including the health nurse, and the AMRICC officers. It was also evident that stakeholders were proud of the outcomes and considered the outcomes to have a lasting positive impact on them personally.

***'(The volunteer's) enthusiasm has made me look at things in a different light and it has softened me up a bit – I was dead against it originally but (the volunteer) changed it.'* (Stakeholder, Ali Curung).**

As consultations did not extend to the men's cooking group or the child care centre, it is not known if there was a similar impact in these contexts.

### **3.4.4 Knowledge and awareness of dog health and behaviours**

Stakeholders reported that the activity and the approach employed with children had been successful in increasing knowledge of hygiene practices regarding the dogs in the community and people's pets.

The consultations revealed a number of areas of knowledge around dog health and behaviour:

- Those interviewed revealed knowledge of hygiene practices regarding the dogs. The children spontaneously reported that they must now "wash their hands before they eat", "don't kiss the dog", "must feed the dog" and "love their dog" to ensure it is healthy. It was reported that those involved in the child care centre went home and aired out the bedding after discussions on dog and human health (airing out bedding is a practice that can be beneficial in communities to reduce illness related to poor dog health and poor hygiene);
- Other stakeholders reported increased knowledge and awareness of *dog handling practices* particularly around 'cheeky dogs'; and how this knowledge had already changed their own behaviour in regards to handling these dogs; and
- It was also noted that *children's handling of dogs* has improved and that children's behaviour towards dogs is more caring. It had been observed that children were now more gentle and willing to talk about 'loving their dogs'.

It was regularly reported that a new 'pride in dogs' had emerged in the community. Dogs were observed to have shiny coats which was generating a flow on effect with other community members also taking more time to care for their dogs.

### 3.4.5 Working with children and harnessing education

For the stakeholders interviewed, the approach that was adopted was considered to have the potential to address the issue on a longer term basis and create intergenerational change through working with children and education.

Stakeholders emphasised that the volunteer was successful in engaging the children as she is passionate about dogs and passionate about education. This was reaffirmed when talking to the children who were spontaneously excited by being asked about the volunteer. The creative mediums used with the children (photographs, paper mache, creation of a video, art work, comic book and story books) were also seen to be age appropriate and a positive reaffirming experience for the children.

Stakeholders noted that education was an important aspect of ameliorating the dog and human health issues in Ali Curung and that education complemented other existing programs. The education component worked in with existing approaches (e.g. children were allowed to watch a dog being de-sexed as a part of the educational component).

***'For the kids, they warmed to (the volunteer) pretty well and from the resources she produced it looks like they were able to repeat their learnings about caring for dogs – they had engaged in it and then expressed it again.'* (Stakeholder, Ali Curung).**

***'(The volunteer) knows how to handle the kids – kids need educating – doesn't work [de-sexing and other programs] without the other.'* (Stakeholder, Ali Curung).**

### 3.4.6 Working through culture

It was evident from stakeholder discussions that the significance of Indigenous culture and Ali Curung as dog country was an important aspect in conducting the ICV activity.

The ICV activity was able to successfully draw on the importance and resonance of dogs in the cultural fabric of the community which had the potential to result in a range of benefits, as noted by participants.

Participants reported that working through culture was about changing attitudes towards dog health rather than attempting to change culture. Through working within culture and through storytelling, the community and a range of people were seen as more willing to engage in this issue.

***'... it will be with the younger generations and them passing that information on to the siblings and to their parents and extended family – the only way they can do that is verbally because of Aboriginal culture – it's about story telling – if that can achieve something, from my point of view, it's a self-achievement for them and that would be great because they've achieved it with some assistance from an organisation.'* (Stakeholder, Ali Curung).**

In particular, participants spoke about the dog dreaming aspect of the dog issue in Ali Curung. Participants shared that dog dreaming was used through the educational aspect of the activity and in one of the lessons children watched a YouTube video with elders talking about dog dreaming. This was valued by a range of stakeholders as it was an example of working through culture to deliver messages to children around dog health. The activity was seen to be delivered within the cultural framework of the community and thus was deemed culturally appropriate.

### 3.4.7 Significance of relationships

Stakeholders commented on the strength of the relationships built as a result of the project which reflects the emphasis that ICV placed on relationships within the community.

***'I think ICV's involvement, and [ICV volunteer], helped to reevaluate how to educate and how to engage with community members.'* (Stakeholder, Ali Curung).**

Stakeholders commented on the ICV approach which involved developing trusting partnerships as being particularly critical in the success of the activities. The significance of relationships, the contribution of the volunteer and the deep involvement exhibited by a range of people were all constant themes in the consultations.

## 3.5 Outcomes of ICV activities

The following section outlines the outcomes of the ICV activities, including:

- stakeholders perceptions regarding the magnitude of the impact; and
- the potential social and economic implications associated with these outcomes.

The limitations associated with the availability of information collected are also considered.

### 3.5.1 Measuring outcomes

Stakeholders who participated in the analysis were asked to rate the impact of the ICV activities on a five point scale. The results of these five point scales are summarised in Table 3-3.

The analysis found that stakeholders considered that the activity resulted in a large impact, that the impact was attributed to the involvement of ICV and that a number of other organisations who were working alongside ICV contributed to achieving the outcome.

Stakeholders were also asked if there were any unintended consequence of the activities. The responses from participants highlighted that it was a positive experience and that there were an extremely limited number of unintended consequences. The volunteer reported that she would again volunteer in the community; even though there had been some minor issues (e.g. communication about car insurance processes) which had impacted on the volunteer personally.

There were divergent views on the longevity of the outcomes: for a small proportion of individuals, the change was seen to be short-term only as they recognised the size of the problem and that the problem had a long history in the community. For others, the change had the potential to underpin long term 'generational change' if children were to adopt the learnings and share them with their children and families in the future.

Table 3-4: Five point scales on outcomes – Ali Curung

Scale	Score	Comment
<b>Size of the impact?</b>	<p><b>Average score = 3</b>  <b>Range = 1.5 – 4</b></p> <p>1=not at all            2= to a limited extent            3= to some extent            4= yes (mostly)            5= yes (completely)</p>	<p>Average score indicated some impact            From consultations with Ali Curung stakeholders, all stakeholders reported that the activity had had an impact on them both personally and on the community</p>
<b>Would the outcomes have happened anyway?</b>	<p><b>Average score = 1.6</b>  <b>Range = 1.5 – 3</b></p> <p>1=not at all            2= to a limited extent            3=to some extent            4=yes (mostly)            5= yes (completely)</p>	<p>On average stakeholders thought the outcomes would not have happened without ICV to a limited extent.</p>

Scale	Score	Comment
<p><b>How much of the outcome occurred because of other people or organisations?</b></p>	<p><b>Average score = 2.33</b> <b>Range 2 – 5</b></p> <p>1=other people or organisations did not contribute to the outcome 2=limited contribution by others 3= some extent 4= large extent 5= wholly attributed to others</p>	<p>On average stakeholders indicated that the outcomes occurred to some extent because of other people or organisations. The role of <i>AMRRIC, the Animal Welfare Rangers, Families as First Teachers, staff at the Alekareng school and the Principal, the regional health Nurse, the environmental health officers, store officers, 'cheeky dog' artist, various vets and Government Engagement Coordinators</i> were also acknowledged.</p>

Source: KPMG consultations with stakeholders

### 3.5.2 Economic and social impact of outcomes

The outcomes achieved through the ICV project in Ali Curung have the potential to contribute to ongoing economic and social impacts within the community. These impacts include:

- an improvement in animal health and management;
- a reduction in dog related illness among the community population (particularly children);
- improved community pride and well-being; and
- strengthened community connectedness.

These impacts and the associated economic and social benefits are outlined in further detail in the following sections.

#### Animal health and management

AMRRIC, a charity organisation, hired local community members and joined with the Barkly Shire Council to work with Utopia's sixteen outstations, spread over more than 600 square kilometres, desexing and treating 3,000 dogs.

Following the project, local health clinics noted a 70% decrease in skin diseases like scabies in residents, which they linked to AMRRIC's work. This result echoed the news from the health clinic in Yirrkala, in northeast Arnhem Land. Following AMRRIC's work there, the significant reduction of scabies in residents reflected the reduction in scabies in the local dog population<sup>34</sup>.

#### Reduction in dog-related illnesses and enhanced pride, connectedness and well-being (particularly among children)

A reduction in dog-related illnesses has the potential to improve children's school attendance and performance. Implementation of the ICV activities through education also has the potential to improve connectedness with education programs generally.

Poor health and wellbeing can act as a limitation on the range of employment opportunities an individual can pursue and their level of job search activity. High rates of poor health and disability among Indigenous Australians are linked to lower than optimal employment outcomes. Increasing health outcomes among

<sup>34</sup> Department of the Prime Minister and Cabinet, *Healthier Dogs Equal Healthier People*, <http://www.indigenous.gov.au/healthier-dogs-equal-healthier-people>

Indigenous Australians to the same level as non-Indigenous Australians is estimated to increase Indigenous employment by 8 per cent<sup>35</sup>.

In 2011, 54 per cent of Indigenous Australians aged 20 to 24 years of age completed Year 12. This is significantly lower than non-Indigenous Australians (86 per cent)<sup>36</sup>. As outlined in Table 3.1, the level of post school qualifications in the region is significantly below the Northern Territory average. Improving health and wellbeing may assist in reducing this gap in education outcomes.

There is a strong link between education outcomes and employment outcomes. This link is stronger for Indigenous Australians than for non-Indigenous Australians<sup>37 38</sup>. As outlined in Table 3.1, the unemployment rate in the region is more than double the Northern Territory average and the labour force participation rate is significantly lower. In the medium to long term, improvements in education outcomes could contribute to an improvement in these labour force characteristics in the region.

Increasing educational attainment of Indigenous Australians to a level equivalent to non-Indigenous Australians would result in an 18 per cent increase in the number of Indigenous persons employed<sup>39</sup>.

### 3.5.3 Limitations of current data

The key outcomes from the activity that were identified in the consultations were:

- children's improved knowledge of hygiene when living with dogs (interim outcome);
- number of dogs controlled and better dog handling; and
- improved dog hygiene.

The current state of data on these measures is shown in Figure 3-1. There is anecdotal evidence from the interviews and focus groups that outcomes were achieved in each of these areas. Currently, data is not available to enable measurement of:

- the change in children's knowledge before and after the activity;
- the number of dog bites over time before and after the activity; and
- improved dog or people hygiene including the incidence of scabies and lice.

To be able to attribute the outcomes to the program it is recommended that, prior to future activities, a series of outcomes are established and baseline (before activity) data are collected. For example, children's knowledge before the education is tested and is then retested after the activity.

---

<sup>35</sup> Deloitte Access Economics 2014, *Economic benefits of closing the gap in Indigenous employment outcomes*, report prepared for Reconciliation Australia, January.

<sup>36</sup> COAG Reform Council (2013), *Indigenous Reform 2011-12: Comparing Performance across Australia*, Sydney.

<sup>37</sup> Gray M and Hunter B 2002, *a Cohort Analysis of Determinants of Employment and Labour Force Participation: Indigenous and Non-Indigenous Australians, 1981-96*, Australian Economic Review.

<sup>38</sup> Biddle N and Yap M 2010, *Demographic and socioeconomic outcomes across the Indigenous lifecycle: evidence of the 2006 Census*, Canberra, ANU E-Press.

<sup>39</sup> Deloitte Access Economics 2014, *Economic benefits of closing the gap in Indigenous employment outcomes*, report prepared for Reconciliation Australia, January.

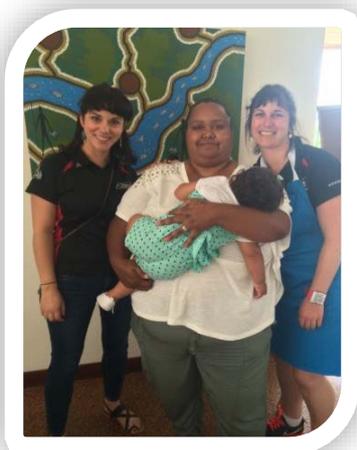
Figure 3-1: Outcomes and state of current data

Outcome	Measure	Current Data
Children's improved knowledge of hygiene when living with dogs (interim outcome)	Children's knowledge after the activity compared to knowledge before the activity; duration of change	Data unavailable. Interviews with 5 children indicates current knowledge in those children
Number of dogs controlled and better dog handling	Fewer dog bites	Anecdotal Data unavailable (in case file notes at health clinic)
Improved dog hygiene	Fewer incidents of scabies	AMRRIC data Anecdotal Data unavailable (in case file notes at health clinic)

Source: KPMG analysis based on stakeholder consultations and information provided by ICV

# 4 Pinjarra, Western Australia

## 4.1 Background



ICV staff with community leader in Pinjarra

Pinjarra is a regional town with approximately 4 per cent of the population (158 people) identifying as Aboriginal or Torres Strait Islanders in the 2011 Census. The town, in the Shire of Murray, is 86 kilometres south of Perth and is home to the Noongar people<sup>40</sup>.

Similar to the general population, most families in Pinjarra have one (37 per cent) or two children (35 per cent)<sup>41</sup>. There is a regional hospital in Pinjarra and the Pinjarra Alcoa aluminium refinery, one of the world's largest refineries, 10 minutes drive from Pinjarra<sup>42</sup>.

Key demographic and economic statistics for the Pinjarra region are outlined in Table 4-1

Table 4-1: Economic and demographic statistics, Pinjarra region

	Pinjarra	Western Australia
<b>Population</b>	9,297	2,519,321
<b>Aboriginal and Torres Strait Islander Peoples (% of population)</b>	2.7	3.1
<b>Fertility Rate</b>	2.2	1.9
<b>Median Age (years)</b>	38.5	35.8
<b>Persons with Post School Qualifications (%)</b>	45.8	56.7
<b>Average Total Income (\$)</b>	52,419	58,291
<b>Unemployment Rate (%)</b>	5.6	4.7
<b>Participation Rate (%)</b>	54.5	64

Source: Australian Bureau of Statistics

Compared to Western Australia as a whole, Pinjarra residents have a higher median age. Comparison with Western Australia as a whole highlights that a lower proportion of the Pinjarra population hold a post school qualification and average total incomes are lower. The unemployment rate in Pinjarra is higher than the state average but still relatively low. However, the labour force participation rate is significantly lower than state average potentially suggesting that levels of actual unemployment in the labour may be higher (e.g. due to discouraged workers).

<sup>40</sup> Government of Western Australia Peel (2014), *A regional profile 2014*.

<sup>41</sup> ABS, (2011), *Census Explorer. Pinjarra*. For more information visit: <http://www.sbs.com.au/censusexplorer/>

<sup>42</sup> ALCOA (2015), *About Alcoa – Pinjarra Refinery*. For more information visit: [http://www.alcoa.com/australia/en/alcoa\\_australia/location\\_overview/pinjarra.asp](http://www.alcoa.com/australia/en/alcoa_australia/location_overview/pinjarra.asp)

The community recognised that there was no place to go to learn about culture and to hold other activities which would benefit community wellbeing.

The existing community centre was abandoned, in a state of disrepair, with asbestos in the roof and without electricity or running water. The Murray Districts Aboriginal Association (MDAA) invited ICV into the community to undertake a series of rolling activities over several years including:

- developing architectural plans for the centre;
- building a half size basketball court;
- renovating the centre;
- training in governance;
- training in policy;
- renovating the youth centre (which also involves renovating the roof).

The history of the centre, the interactions in the community and the deep connections to family history are important to understand the context of the project and the significance of the activities to the Aboriginal people involved.

*'The Murray Districts Aboriginal Association was established in the late 1970's by Oscar Little (now deceased). The 1.7ha landholding and brick building is the property of the WA Department of Indigenous Affairs' Aboriginal Lands Trust, which leased it to the MDAA for 99 years. When Mr Little passed away, the association was led by Theo Kearing - father of Karrie-Anne Kearing until his death, after which the property fell into a state of disrepair'<sup>43</sup>.*

The daughter of the most recent leader of the Association, and her husband, now wished to return the MDAA site:

*"To the hub it was several years ago – a centre for local Noongar people to meet and engage in community activities as well as cultural events, etc. The site could potentially be somewhere where local people can develop business enterprises in the future"<sup>44</sup>.*

These key community leaders had a vision for the centre. Their aim was to develop the cultural centre in order to:

- educate the community on the importance of a healthy lifestyle (e.g. avoiding drugs and alcohol and with a specific focus on eating healthy);
- provide a place to share Aboriginal knowledge and a safe place to store knowledge and learn about culture;
- engage youth to use technologies available to them to enhance their skills (with a particular focus on up skilling in regards to writing CVs etc.);
- establish strong governance for the centre; and
- to ultimately generate enterprise from the centre to enable sustainable change (e.g. to harness opportunities for tourism and to encourage people to seek further qualifications and employment).

Part of the context of this vision was the history of the Aboriginal population in the region. The key leaders in the MDAA run a website entitled the 'Pinjarra massacre site'<sup>45</sup> which refers to an event in the region in the 1830s. During the consultations, numerous references to the massacre were made and its continuing impact on the community's health and wellbeing. It was reported that the massacre is still not officially recognised and is referred to as a 'battle' by the Government.

The work undertaken on the cultural centre was practical as well as symbolic as it enabled Indigenous people to be empowered and work through difficulties to realise their vision. It was apparent during consultations

---

<sup>43</sup> ICV, *Project Schedule: MDAA Community Centre Roofing Project*.

<sup>44</sup> Ibid.

<sup>45</sup> *Pinjarra Massacre Site*. For more information visit: <http://www.pinjarramassacresite.com/>

that the issues and the subsequent action of working collaboratively to make the vision a reality was a deeply emotive experience for a range of people involved.

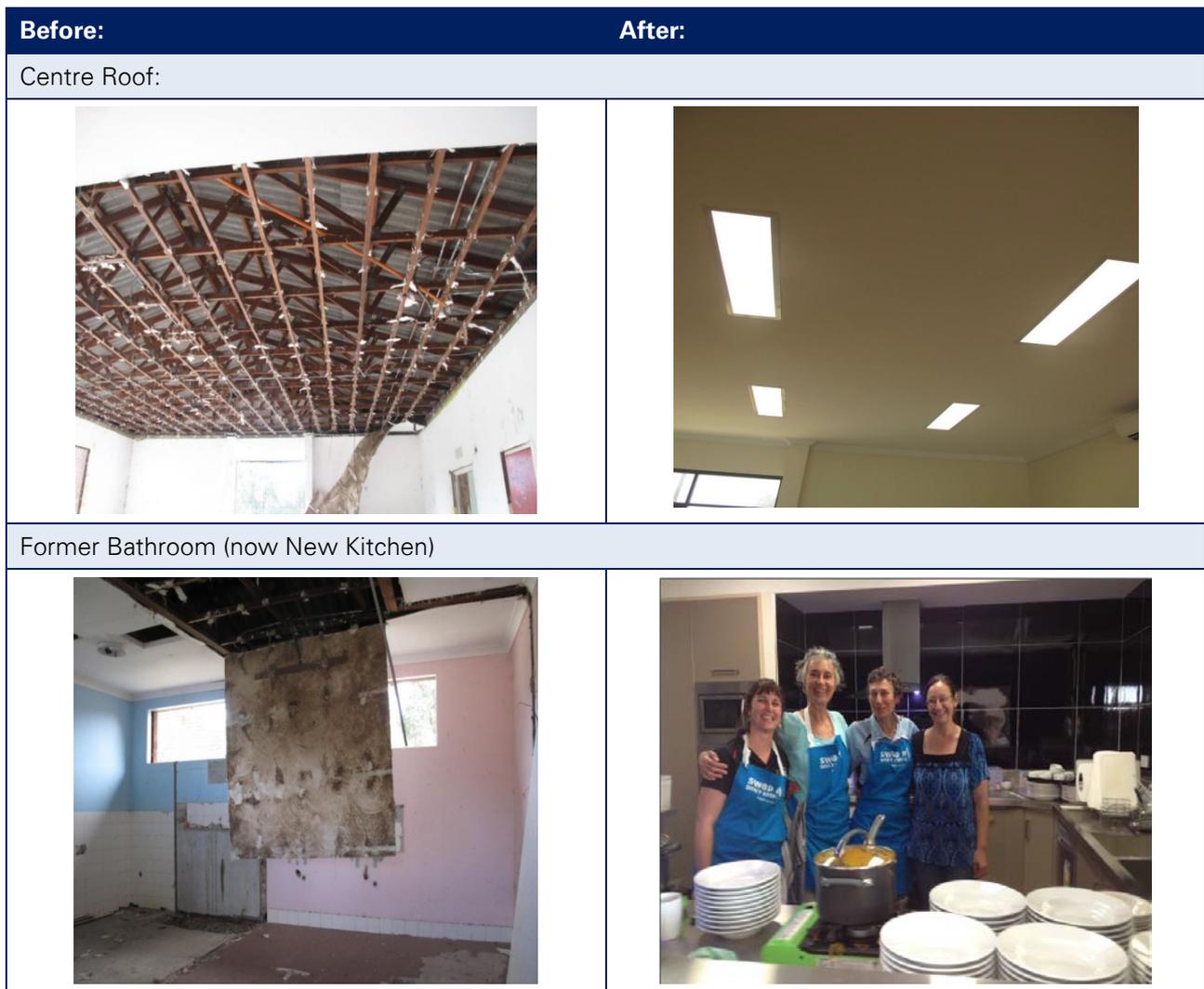
## 4.2 ICV activities in Pinjarra

In contrast to Ali Curung where there was one activity which was repeated, in Pinjarra there were a number of diverse ICV activities that occurred over a number of years. The key activities that centred on the MDAA Community Centre were:

- *Roofing Project* - 10/06/2012 to 13/05/2012. This activity included removing the asbestos roof and securing materials to refurbish the roof and carrying out that refurbishment. The completion of the roof was necessary for the other more in depth projects to continue. By repairing the roof, the inside of the building is now protected, and less maintenance work will need to be carried out. ALOCA funding supported this aspect of the activity.
- *Building a Basketball court* – 11/11/2012 to 14/11/2012. There were an estimated 50 people impacted. The activity included digging holes for foundations, pouring concrete; concrete foundations for 4 basketball hoops, as well as setting the foundations for a 12m long shipping container, which will be converted into a youth space adjacent to the basketball courts.
- *Governance Training* – 11/03/2013 to 30/09/2013. This was a three day workshop on governance training for MDAA to build the association's organisational capacity, and production of an annual report (estimated benefit of 100 people).
- *Policy Development* – 18/11/2013 to 24/11/2013. Policy development work was carried out to support requirements of a Lotterywest funding application for \$350,000 for the refurbishment of the community centre that MDAA operate. Development of a number of policies centered around:
  - Stakeholder and Partner Engagement;
  - Community Centre Usage; and
  - Community Garden Management Plan.
- *Renovations* – 9/12/2013 to 11/11/2014. The renovation of the cultural centre was central to the activity and was funded by Lotterywest. This involved ensuring water and electricity for the site, renovations of the roof, bathroom and kitchen for the cultural centre and the development of a vegetable garden (using left over materials). It was estimated that 150 people directly benefited from the project. The results of the renovation work are illustrated in Figure 4-1.
- *Renovations of the youth centre (located behind the cultural centre)* - (current). The renovations of the youth centre are currently underway. This has involved extensive planning and will include a range of activities such as renovating the roof. The centre will be equipped with computers and will allow youth to access the internet. The expected completion date for this project and for ICV's involvement in the activity is unknown.

Figure 4-1: Before and after renovations of the Pinjarra Cultural Centre





Source: ICV

## 4.3 Identifying inputs and outputs

The inputs to the activity include the volunteer's time and travel expenses, as well as the accommodation and materials provided by the community organisation issuing the invitation into the community. The inputs are listed, and where possible costed, in Table 4-2.

Table 4-2: Inputs - Pinjarra ICV activities

Activity	Organisation	Input	Costs
<b>Architectural designs (phase one and two)</b> <b>July-Nov 2011</b> <b>Nov 2012 - Feb 2014</b>	ICV	Volunteer expenses (flights, car hire, allowance) per visit Volunteer value of time (equivalent award for relevant profession x no. of days) per visit	Phase one: <b>\$1245.65</b> Phase two: <b>\$964.45</b> 19 days x \$215.88 <b>Total \$4,102</b>  (Min Award \$54,188 per annum)
<b>Architectural designs (phase one and two)</b> <b>July-Nov 2011</b>	ICV	Volunteer expenses	Phase one: <b>\$439.20 (3 visits)</b>

Activity	Organisation	Input	Costs
<b>No 2012 - Feb 2014</b>			Phase two: <b>\$146.40</b> (1 visit)
<b>Installation of roof May-June 2012</b>	ICV	Volunteer expenses, travel expenses	Travel expenses: <b>\$146.90</b> Volunteer value of time: <b>\$560.00</b> <b>Total: \$706.90</b> (1 visit)
<b>Installation of basketball court Oct-Nov 2012</b>	ICV	Volunteer expenses, volunteer value of time	Volunteer expenses: <b>\$122.14</b> Volunteer value of time: <b>\$560.00</b> <b>total: \$682.00</b>
<b>Governance workshop and development of annual report March-Sep 2013</b>	ICV	Volunteer expenses, travel expenses, volunteer value of time	Travel expenses: <b>\$146.40</b> Volunteer expenses: <b>\$1,060.30</b> Volunteer value of time: <b>\$2,908.00</b> <b>Total: \$3,964.00</b>
<b>Develop policy and procedures</b>	ICV	Volunteer expenses, travel expenses, volunteer value of time	Travel expenses: <b>\$128.26</b> Volunteer expenses: <b>\$1,060.30</b> Volunteer value of time: <b>\$2,617.00</b> <b>Total: \$3,805.60</b>
<b>Renovation of Cultural Centre Dec 2013 - Nov 2014</b>	ICV	Volunteer expenses, travel expenses, volunteer value of time	Travel expenses combined with volunteer expenses: <b>\$1,583.70</b> Volunteer value of time: <b>\$2,380.00</b>

Source: KPMG analysis based on stakeholder consultation and information provided by ICV

The anticipated outputs of the activities are shown in Table 4-3. There were estimates that the activities collectively impacted approximately 400 people. Exact numbers involved in each activity and the number of families impacted, were not collected. The anticipated outcomes from the activities is also shown in the table below.

Table 4-3: Outputs – Multiple Pinjarra ICV activities

Activity	Output	Anticipated outcomes
<b>Develop architectural designs and building plans for refurbishment/ renovations of centre.</b>	Architectural plans	<ul style="list-style-type: none"> <li>Architectural design that represents community's vision;</li> <li>Empowerment of community members; and</li> </ul>

Activity	Output	Anticipated outcomes
		<ul style="list-style-type: none"> <li>Obtain funding for renovations.</li> </ul>
<b>Install new roof on the building.</b>	New roof installed	<ul style="list-style-type: none"> <li>Cultural centre is protected from weather and long-term renovation plans are protected;</li> <li>Keystone activity - increased community engagement and connections; and</li> <li>Empowerment of community members.</li> </ul>
<b>Install a half sized basketball court for the youth.</b>	New half-sized basketball court	<ul style="list-style-type: none"> <li>Community ownership of activities;</li> <li>Involvement of youth in basketball program; and</li> <li>Improved health and well-being</li> </ul>
<b>Strengthen internal governance (i.e. workshops)</b>	Four day governance training	<ul style="list-style-type: none"> <li>Community ownership of activities;</li> <li>Improved leadership and governance; and</li> <li>Improved human and community capacity.</li> </ul>
<b>Develop policy and procedures.</b>	1 Community Handbook 1 Community Hall Guideline Annual report	<ul style="list-style-type: none"> <li>Improved leadership and governance;</li> <li>Improved human and community capacity; and</li> <li>Obtain funding for renovations.</li> </ul>
<b>Project management support and sourcing.</b>	Renovated community cultural centre	<ul style="list-style-type: none"> <li>Community ownership and empowerment;</li> <li>Increased community participation; and</li> <li>Improved cultural engagement, health and well-being.</li> </ul>

Source: KPMG analysis based on stakeholder consultation and information provided by ICV

## 4.4 Findings - core themes

### 4.4.1 Building the roof as a keystone activity

The stakeholders consulted reported that the renovations to the roof which involved removing the asbestos roof and building a new roof, was a keystone event in the Aboriginal community in Pinjarra.

Stakeholders reported that the activity was a turning point as people in the community saw tangible value in the project and that it enabled the community to mobilise and gather momentum to move forward with other activities.

Participants highlighted that despite having no electricity or water and despite there being significant renovations still to be undertaken, the community started using the centre once the new roof had been installed. This then enabled the community to better organise themselves and created a place of belonging and an avenue to share knowledge.

***'...as soon as the new roof went onto the centre - it started changing attitudes because community saw something tangible happening.... moment where momentum of the activity changed the whole outlook of the project – they [community] started using the centre when the roof went on – even though no power, water – they started using it to hold meetings, women were holding exercise classes so it enabled them to develop and build on that community spirit.'* (Stakeholder, Pinjarra)**

The new roof was also symbolic, as the community could see tangible and significant visible change, showing that the project was gaining traction. This opened dialogue and created excitement and pride within the community. This tangible change was seen as helping to galvanize the community into action, fostering engagement and building community spirit which led to others becoming involved (e.g. the community approached the musician, John Butler, for a fundraising opportunity to assist with renovations).

#### **4.4.2 Community empowerment through the ICV activities**

Stakeholders from the community reported feeling empowered and that ICV's role had been effective in facilitating and enabling change. The process described was one of co-operation and partnership with the community. The stakeholders reported that they valued being able to play a central role in the changes e.g. designing the building while at the same time being able to draw on ICV for a range of professionals to overcome gaps in skills.

***All people who have made contact with MDAA have been very respectful and all have been able to provide the skills that we were told they have so our expectations have always been exceeded<sup>46</sup>.***

There were a number of elements that influenced the success of this project. A range of participants commented that the community leaders (the project applicants) had a strong initial vision for the community centre. The leaders were determined to enact the vision to create a more cohesive community and to reach a number of goals related to enhancing wellbeing and improving health outcomes.

Stakeholders also reported that ICV's support, in particular the skills of ICV volunteers, was invaluable to the project so that the initial vision could be achieved. There were comments that through the architecture plans the vision was legitimised and this was an important step to motivate and continue the development.

***'...the community can see they can achieve things –if they set their mind to something and they can do it – they have proven this now by doing this [project] – and from this more people will say yes we can do this, we are not nobody, we have a future.'* (Stakeholder, Pinjarra)**

#### **4.4.3 Challenges built resilience**

Throughout the consultations, there was discussion of the challenges that arose throughout the project in Pinjarra. This was seen as being significant in terms of building resilience in the community and enabling the community to truly value the outcomes of their commitment and work.

Often, stakeholders recounted instances where ICV was engaged by the community during difficult periods of the project. Community stakeholders indicated that they highly valued the access to ICV's support and it was clear to them that ICV believed in their abilities.

One of the significant challenges expressed by those involved in various aspects of the project was the lack of approval from the Shire for the development application, the complexities of working with organisations such as the Peel Development Commission and the Department of Aboriginal Affairs, and issues arising with other communities. Others expressed concerns regarding the struggle to engage community members and all community groups when conducting workshops for the activities.

---

<sup>46</sup>ICV, *Project evaluation tool – community. Pinjarra project*

***'Growing up as an Indigenous person it's always a struggle for recognition for your rights and to be equal partners in society and the struggle to recognise past wrongs and work together and come together.'* (Stakeholder, Pinjarra)**

In addition to the challenge of working with several organisations, some stakeholders expressed frustration regarding the time taken for the centre to be renovated. However, there was a realisation in retrospect that they have had to earn the change and value the outcome and learnings throughout the journey.

***'I expected it to happen quicker – I wanted it to happen quicker but we have had to earn it and we know how to go forward.'* (Stakeholder, Pinjarra)**

Another ongoing challenge highlighted by stakeholders was that funding for the centre is an ongoing struggle. During the project several sources of funds were obtained for the building designing and renovation work:

- fund raising was undertaken by the musician John Butler;
- funding was obtained through a PhD student's university (Murdoch University);<sup>47</sup>
- roofing material was obtained through a grant from ALCOA;
- plants were donated by Greening Australia; and
- and a substantial grant from Lotterywest funded the renovations.

The PhD student was extremely active in obtaining and securing funding as part of their PhD and has engaged in a range of activities in Pinjarra as part of their PhD project.

Stakeholders noted that funding for MDAA's future developments in the community has been delayed. One stakeholder acknowledged that although this posed a challenge, it was seen in a positive light in that it was an important learning experience and opened the door to developing an enterprise.

***'I have learnt that change is not something that I can make happen the change has to come from the people and they have got to have gone through the cycle of unlearning and relearning and looking at the skills they now have...'* (Stakeholder, Pinjarra)**

Stakeholders spoke about future challenges to enhance community engagement and enable strong enterprise to be built by the community to sustain the positive changes. Currently, stakeholders indicated that a significant challenge is the lack of enterprise and the need for a comprehensive and community driven focus on creating enterprise for the centre. This draws on the initial aims of the community's vision to create a sustainable centre and through the centre, create jobs for individuals in the community and capitalise on tourism opportunities. Nonetheless, participants noted that the centre has been hired out and the centre also offers catering which generates income. Stakeholders indicated that establishing strong enterprise is a priority and will be a core focus in coming months.

Others framed challenges arising from the project in relation to the broader struggles that Indigenous people face in Australian society, such as recognition of rights. This highlighted the importance of overcoming challenges cooperatively to improve all aspects of Indigenous life and to ensure that Indigenous persons and their culture are respected and recognised in all aspects of Australian society.

***'When we did get everybody together to do all these wonderful things, there wasn't a community member in sight, it was all being done by the volunteers, this is because of a culture of dependence and this is what we have to move forward from.'* (Stakeholder, Pinjarra)**

#### **4.4.4 Significance of relationships**

Personal investment on behalf of all stakeholders was evident. Moreover, it was clear that the relationships formed through this activity extended beyond professional relationships. Some stakeholders indicated that being involved in this project and forming these relationships was significant for their own personal development. Other stakeholders indicated that through the relationships, a deeper understanding of the challenges hindering progress in an Indigenous community setting was enabled.

***'...they [ICV] were a group of special friends.'* (Stakeholder, Pinjarra)**

---

<sup>47</sup> The student was investigating Health Promotion and Health Education in Aboriginal urban communities aimed at improving health and wellbeing outcomes. The student established the Bindjareb Yorgas Health Program in Pinjarra.

Specifically, it was noted that the Pinjarra activities showed that trusting and committed relationships are fundamental to understanding the challenges and developing solutions to overcome issues in an Indigenous community. For some participants and for ICV staff, the significance of relationships enabled an appreciation of the complexities and broader issues influencing the community and that these long-term and committed relationships were fundamental to the progress of the project.

The community perception was that ICV was in it for the 'long haul' and they were described as special friends. Another example can be drawn from the fact that the regional manager working on the project also volunteered personal time to assist in the renovations in addition to their role as the ICV regional manager. It was evident that this individual built relationships with community members. This was to an extent that they have been equated to family.

***'...we could get thrown any curve ball – a lot of people didn't want this to happen – it went against the grain – we didn't have many friends but with the ICV we had an arsenal of professionals at our fingertips- whatever someone threw at you, you knew you could go to ICV...' (Stakeholder, Pinjarra)***

#### **4.4.5 Partnership approach**

The approach employed by ICV while working in Pinjarra was valued by the stakeholders interviewed.

***'ICV works in a really positive way with communities, you empower us to go after our dreams.'***  
***(Stakeholder, Pinjarra)***

Stakeholders external to ICV recognised that ICV was committed to long-term involvement and were dedicated in terms of working alongside the community to achieve their development goals. It was apparent that the community trusted ICV to recognise their goals and assist the community to actualise them.

It was clear that the approach to the activities in Pinjarra was based on the notion of assisting the community whilst enabling community ownership. Stakeholders highlighted the effectiveness of the partnership approach and valued the relationships built as a result. Those involved also expressed their feelings of pride and achievement in being involved in an engaging and community driven piece of work that was fundamentally built on the partnership approach. It was highlighted that ICV offered moral support to the community during times of need and acknowledged and celebrated in the successes experienced by the community.

Another significant aspect of the roofing project that stakeholders commented upon, was the way in which the project involved working alongside and up-skilling of community members. Participants indicated that it set the tone for the following projects and activities that would later unfold in Pinjarra.

Stakeholders often commented that this is the "right way" to go about community development and that ICV's model should be used more widely and more frequently. Other approaches to community development were often spoken about by stakeholders and in their experience, other approaches did not bring about effective, inclusive and meaningful change for the community.

***'ICV'S way is the right way.'*** (Stakeholder, Pinjarra)

***'....really encouraging people and noticing what they are doing and making sure it's acknowledged. Often these groups it's really them that's doing it.... having people that believe in what you're doing is critical.'***  
***(Stakeholder, Pinjarra)***

#### **4.4.6 Deep family connections**

It was apparent that for stakeholders consulted, the activities related to broader issues concerning wellbeing and also drew on the deep family connections evident in the community.

It became evident in the interviews that the activities were an emotive experience deeply entrenched in historical events and family ties. The family connections and history underpinned the vision for the centre and the depth of motivation in wanting the vision to be realised for the next generation.

For participants (including ICV volunteers) the activities undertaken in Pinjarra were important in terms of raising awareness around healthy eating and more broadly, healthy lifestyles. The activities undertaken in the centre and with the community such as fitness classes and cooking classes are testament to the connection between the centre and to broader aspects of wellbeing for people in the community.

Another important aspect that drove the vision to establish a community centre and accompanying facilities such as a basketball court was to support youth engagement and therefore, enhance the wellbeing of the

youth. This was in relation to using homework classes and enhancing technology to enable youth to develop the skills necessary to write a CV which should contribute to future employment prospects for young people in the community. Stakeholders indicated that a local volunteer, recruited by MDAA, was employed to assist youth in the community with homework. It was reported that the cultural centre is used to host these homework sessions. There are also plans to renovate the containers behind the centre and use this space for homework classes. This room is planned to be equipped with computers and other equipment to assist in supporting the homework classes.

In realising the vision, the community held from the outset, feelings of pride and achievement were reported from several individuals. Although there were challenges, the successful outcome had direct implications for the community's wellbeing.

***'if the community had lost the battle and weren't able to do all of this – people's emotional wellbeing would have gone downhill because there is such a struggle to live their dreams – the community had a vision and they achieved it so for me it was the wellbeing side of things that would be the greatest measure of outcomes.'* (Stakeholder, Pinjarra)**

#### **4.4.7 Working through culture**

A primary aim for the community centre was to establish a place to share Indigenous knowledge and create a safe place to learn about culture, particularly for young people in the community.

The cultural importance of the centre was related to recognising the history and the significance of culture in the community. Stakeholders noted that re-educating the community about culture and history was an important driver for the activity and the initial vision. Moreover, stakeholders indicated feelings of pride arising from the Indigenous community's ownership of the vibrant, renovated cultural centre and that they had achieved the change. Having a knowledge sharing place for all things related to culture and promoting healthy living were key functions of the building. For example, community members expressed aspirations to hold art exhibitions in the centre in the future.

***'re-educating the community was also part of that – it was something that was really evident – it was about culture, we are Noongar people and we are part of the community, we have the history.'* (Stakeholder, Pinjarra)**

***'I have five kids and there is nowhere for them to learn culture where they are not shamed – and say well yes this is me – [the centre is] a keeping place for all the knowledge we've collected.'* (Stakeholder, Pinjarra)**

#### **4.4.8 Leadership and governance**

Stakeholders reported that there is strong leadership in the community and that training in governance provided legitimacy to the work the community was undertaking. The governance and leadership aspect of the work in Pinjarra involved workshops and resulted in the creation of a governance handbook, policy and procedure guidelines and the development of an annual report, resources which are community-owned.

Some stakeholders recognised and valued the merits of enacting and focusing on governance and leadership as it enabled productive organisation within the community and clear responsibilities of the committee/Board. Stakeholders noted that the training resulting from governance and leadership efforts has been put into place and is working.

The leadership and governance aspect of the work in Pinjarra also links to the process of learning throughout the journey of change. For example, for some stakeholders the governance provided clarity around responsibilities and therefore assisted in the ability of community members to engage in meaningful governance to give effect to the changes now realised in the community.

It was reported that governance and leadership training and the development of community-owned resources contributed to the process of personal empowerment for some of the community members. This was two-fold in that because of the enhanced understanding, the stakeholders felt empowered due to the acquisition of knowledge and skills relevant to governance and leadership and also in that the governance and training also reportedly initiated people's feelings of belonging and importance to the system they were operating in.

***'[governance] positioned the MDAA in a strong place – the workshop developed some excitement- the community felt now they fully understood it was more than just a title it actually gave them a responsibility and it was personal empowerment- that was very visible.'* (Stakeholder, Pinjarra)**

*'Through governance and governance training people knew their roles and knew they were important to the system and their responsibilities in it, and they do run it.' (Stakeholder, Pinjarra)*

## 4.5 Measuring outcomes in Pinjarra

As with the Ali Curung interviews, in Pinjarra participants were asked to respond to several five point scales about the outcomes of the activities. The results of these five point scales are captured in table 4-3. Stakeholders were also asked if there were any unintended consequence of the activities. There were very few unintended negative consequences identified by the stakeholders. One issue that was identified was that a small proportion of stakeholders indicated that the creation of enterprise, and the creation of jobs which were initial aims for the centre, had not yet occurred to the extent initially desired. Nonetheless, participants highlighted instances where the centre has been hired or catering opportunities have been used to generate income. It is important to note that funding has been secured for positions at the centre which will commence at the beginning of the calendar year.

As with Ali Curung, in Pinjarra, there were diverse perceptions on the longevity of the change - for a small proportion of individuals, the change was seen as short-term only and for others, the change had the potential to be long term if the centre changed health outcomes for the community and assisted the young people generate cultural pride

The analysis shows that stakeholders considered that the activity resulted in a substantial impact, the impact was attributed to the involvement of ICV and it was acknowledged that a large number of other organisations worked alongside ICV to achieve the outcome.

Table 4-4: Five point scales on outcomes – Pinjarra

Scale	Score	Comment
<b>Size of the impact?</b>	<p><b>Average score = 4</b>  <b>Range = 3 – 4</b></p> <p>0 = no impact            1= small            2= medium            3= large            4= substantial</p>	<p>Average score indicated substantial impact.</p> <p>All participants reported that the activity had had an impact on both them personally and on the community. On average, stakeholders rated the size of the impact as substantial.</p>
<b>Would the outcomes have happened anyway?</b>	<p><b>Average score = 2</b>  <b>Range = 1 – 4</b></p> <p>1=not at all            2= to a limited extent            3= to some extent            4= yes (mostly)            5= yes (completely)</p>	<p>On average stakeholders thought the outcomes would have occurred to a limited extent without ICV.</p> <p>There was a range of perceptions here, some stakeholders thought the outcome would not have happened at, while others thought it would have.</p>
<b>How much of the outcome occurred because of other people or organisations?</b>	<p><b>Average score = 2</b>  <b>Range 1-4</b></p> <p>1=other people or organisations did not contribute to the outcome</p>	<p>On average stakeholders indicated that the outcomes occurred to some extent because of other people or organisations. The role of: <i>Greening Australia, Peel Development Commission, PHD student, Lotterywest, Aboriginal Land and Seed council, community members (and their role accommodating volunteers and providing food for events), John Butler, Alcoa Mining, Department of Environment, Rotary, Murdoch</i></p>

Scale	Score	Comment
	2=limited contribution by others 3= some extent 4=large extent 5= wholly attributed to others	<i>University, the elder's immediate family, Fairbridge and Oxfam was also acknowledged.</i>

Source: KPMG analysis based on information provided by ICV and consultation with stakeholders

## 4.5.1 Economic and social impact of outcomes

There are a number of potential social and economic impacts of outcomes, including:

- community resilience and empowerment; and
- improved nutrition.

Estimation of the economic and social implications of these outcomes is limited by the data availability. The potential implications are discussed further in subsequent sections.

### Community resilience and empowerment

Community resilience and empowerment are important to reconciliation. There have been a number of studies that have investigated the economic benefits associated with reconciliation.

A recent analysis was undertaken based on the scenario that Indigenous Australians face the same health and labour market outcomes as non-Indigenous Australians. The analysis found that the Australian economy would be more than 1.15 per cent larger in real terms under this scenario<sup>48</sup>.

The analysis also found that there would be a significant positive impact on the Government budget under the scenario. In particular:

- an increase in government revenues associated with the broadened tax base created by the larger economy; and
- a reduction in expenditure due to lower costs in areas such as health and social security, due to greater wellbeing and affluence among Indigenous Australians<sup>49</sup>.

Research found that employment rates among Indigenous Australians are lower due to a number of factors, including poor outcomes in education and health, living in areas with limited job opportunities, higher rates of interaction with the criminal justice system, discrimination and the negative incentives created by the welfare system<sup>50 51</sup>. Practical activities in communities which can contribute to better outcomes in these areas are clearly important in realising these types of benefits. The youth homework classes operating in the centre represent a key consideration for improving educational outcomes, enhance skills and opportunities for meaningful employment. As outlined in Table 4.1, labour market outcomes for the Pinjarra region are below the state average. ICV activities have the potential to contribute to improving these outcomes.

<sup>48</sup> Deloitte Access Economics 2014, *Economic benefits of closing the gap in Indigenous employment outcomes*, report prepared for Reconciliation Australia, January.

<sup>49</sup> Ibid.

<sup>50</sup> Booth A, Leigh A, Varganova E 2012, Does Ethnic Discrimination Vary Across Minority Groups? Evidence from a Field Experiment, *Oxford Bulletin of Economics and Statistics*.

<sup>51</sup> Biddle 2013, *Comparing Self Perceived and Observed Labour Market Discrimination in Australia*, *Economic Papers*.

## Improved nutrition

The cooking classes program has the potential to result in improved nutrition among the community population. Poor nutrition contributes to excess morbidity and mortality amongst Indigenous Australians, contributing to over 16 per cent of the burden of disease<sup>52</sup>.

Poor health can act as a limitation on the range of employment an individual can pursue. High rates of poor health and disability amongst Indigenous Australians are linked to lower than optimal employment outcomes<sup>53</sup>.

Improving health outcomes amongst Indigenous Australians to the same level as non-Indigenous Australians is estimated to increase Indigenous employment by 8 per cent<sup>54</sup>.

### 4.5.2 Limitations of the current data

The key outcomes from the activity that were identified in the consultations were:

- community belonging and enhanced participation;
- improved nutrition and health; and
- cultural pride, leadership and governance.

The current state of data availability relevant to ICV activities in Pinjarra are illustrated in Figure 4-2. There is anecdotal evidence from the interviews and focus groups that outcomes were achieved in each of these areas. However, currently, data is not available to enable measurement of:

- the number of people using the centre;
- the extent of nutrition benefit throughout the community; and
- the number of people who participate in centre activities.

To be able to attribute the outcomes to the program, it is recommended that, prior to future activities, a series of outcomes are established and baseline (before activity) data is collected.

---

<sup>52</sup> Queensland Health 2008, *The Health of Queenslanders 2008, Prevention of Chronic Disease*, second report of the Chief Health Officer Queensland, Brisbane.

<sup>53</sup> Deloitte Access Economics 2014, *Economic benefits of closing the gap in Indigenous employment outcomes*, report prepared for Reconciliation Australia, January.

<sup>54</sup> *Ibid.*

Figure 4-2: Outcomes and state of current data

Outcome	Measure	Current Data
Community belonging, enhanced participation	Number of people using the centre; number of people at the opening of the centre	Data not collected (e.g. how many youth use the basketball court) Data on opening is available
Improved nutrition and health	Number of people at cooking classes – and number of people benefiting from improved nutrition in their families	every week the cooking class is filled to capacity each week (6-8 people at class) unknown extended family sizes
Cultural pride, leadership as an indicator of governance (which	Number of young people who come to the centre; number of people in the art classes; number of Board meetings.	Not measured

Source: KPMG analysis based on information provided by ICV and consultation with stakeholders

# 5 Key Findings and Recommendations

## 5.1 Key findings

Although the communities and development challenges in Ali Curung and Pinjarra were extremely different, there were a number of common themes which emerged through the work of ICV across both communities.

- **Local Aboriginal invitations** - ICV was invited into both communities who needed additional skills or experience to create change in the community.
- **Discrete projects** -The ICV activities were well-defined discrete assignments with a particular focus.
- **Positive asset based work** - All the stakeholders articulated the value of the ICV activities to them personally and they deemed the volunteers contribution and the volunteer's/ICV's activities positive. Stakeholders commented on the positive ripple effect that was created by the visit of the volunteers.
- **Building on existing work** - The activities were built on prior work and existing work in the community. In this sense they were not 'one off' activities without a history but build on past work (by ICV or others). The activities contributed to the solutions to long-standing problems in the communities which are not fixed in a short time frame.
- **Partnerships** - There were many organisations that were working on the same issue or joined in with the ICV team on the project.
- **Sustainability** - although recognising the positive impacts from the activity and the success of each activity, some stakeholders could see the size and scope of the broader issue raising the need about how to sustain the positive changes in the community arising from the activities. The outcomes achieved through the ICV activities in the communities included in the assessment have the potential to contribute to ongoing economic and social impacts. I

In Ali Curung, potential impacts include:

- an improvement in animal health and management;
- a reduction in dog related illness among the community population (particularly children);
- improved community pride and well-being; and
- strengthened community connectedness.

In Pinjarra, potential social and economic impacts include:

- improved community resilience and associated potential for improvement in health and labour market outcomes; and
- improved nutrition and associated improvements in health and quality of life.

## 5.2 Recommendations

The assessment has led to the following recommendations:

- That the valuable feedback mechanisms currently put in place by ICV (including the volunteer's report, the community's evaluation tool report, and the Community Development Officer's report) are continued and that the learnings from these reviews are monitored for possible improvements to practice;

- That further work needs to be undertaken so that the partnership process which is central to ICV community engagement is captured in its data collection activities;
- That before an activity commences, the community should define how it will measure the success of the activity and what key indicators will be used - there should also be an exploratory analysis to determine which data already exists on these key indicators and which data needs to be collected;
  - For example, in Ali Curung, data collection could be set up at the health clinic to collect information on dog bites and scabies and to monitor progress on these issues in the community; and
  - In Pinjarra, information could be collected on the number of Aboriginal people who were engaged in the centre at various points in time.
- That information is collected on the impact of the activity on persons affected by the activity and that a broad range of stakeholders is considered in any future impact assessments.
- That ICV continues to endorse their model and partnership approach to community development, as the findings of this report highlight the strengths and advantages of a genuine community development approach

KPMG acknowledges that ICV is committed to improving their Monitoring, Evaluation and Learning capabilities. ICV is currently undertaking a Monitoring, Evaluation and Learning Review and implementing reform pertinent to evaluation systems and processes. It is important to recognize that these activities will work to address the recommendations outlined in this report. Moreover, the findings and recommendations outlined in this report will be used to guide future reforms within ICV.

# References

- ALCOA (2015), About Alcoa – Pinjarra Refinery. Available at:  
[http://www.alcoa.com/australia/en/alcoa\\_australia/location\\_overview/pinjarra.asp](http://www.alcoa.com/australia/en/alcoa_australia/location_overview/pinjarra.asp)
- Ali Curung Arts and Cultural Centre, *Location*. Available at:  
<http://www.australianaboriginalartgallery.com.au/location.html>
- AMRRIC, *about us*, <http://www.amrric.org/about-us>
- Ali Curung Arts and Cultural Centre, *Location*. Available at:  
<http://www.australianaboriginalartgallery.com.au/location.html>
- Australian Bureau of Statistics (2011), *Census of Population and Housing*. Available at:  
<http://www.abs.gov.au/census>
- ABS (2011), *Census Explorer. Ali Curung*. Available at: <http://www.sbs.com.au/censusexplorer/>
- ABC (2013), Keeping Safe around Cheeky Camp Dogs. Available at  
<http://www.abc.net.au/local/audio/2013/05/22/3764960.html>
- Barkly Regional Council, *Communities: Ali Curung*. Available at: <http://barkly.nt.gov.au/communities/ali-curung>
- Biddle N and Yap M 2010, *Demographic and socioeconomic outcomes across the Indigenous life course: evidence of the 2006 Census*, Canberra, ANU E-Press.
- Biddle 2013, *Comparing Self Perceived and Observed Labour Market Discrimination in Australia*, Economic Papers.
- Booth A, Leigh A, Varganova E 2012, Does Ethnic Discrimination Vary Across Minority Groups? Evidence from a Field Experiment, *Oxford Bulletin of Economics and Statistics*
- COAG Reform Council (2013), *Indigenous Reform 2011-12: Comparing Performance across Australia*, Sydney.
- Deloitte Access Economics 2014, *Economic benefits of closing the gap in Indigenous employment outcomes*, report prepared for Reconciliation Australia, January
- Gray M and Hunter B 2002, *A Cohort Analysis of Determinants of Employment and Labour Force Participation: Indigenous and Non-Indigenous Australians, 1981-96*, Australian Economic Review.
- Government of Western Australia Peel (2014), *A regional profile 2014*.
- ICV (2014), *Annual Report 2013-2014*.
- ICV, *Project evaluation tool – community. Pinjarra project*
- ICV (2015), *Social Impact Statement*, March.
- The SROI Network (2012), *A guide to Social Return on Investment*, January.
- Peel Development Commission, *The Commission*. Available at: <http://www.peel.wa.gov.au/the-commission/>
- Pinjarra Massacre Site, *the Witnesses*. Available at:  
<http://www.pinjarramassacresite.com/content/witnesses>
- Queensland Health 2008, *The Health of Queenslanders 2008, Prevention of Chronic Disease*, second report of the Chief Health Officer Queensland, Brisbane.

# Appendix 1: Impact Map

## Ali Curung

All identified stakeholders	Stakeholder description	Anticipated impact	Materiality of impact* Relevance and significance
<b>Project applicant</b>	Regional animal and environmental health officer, deals with any animal issues	<ul style="list-style-type: none"> <li>Increased community safety</li> <li>Raised community awareness</li> </ul>	<b>Relevance</b> - high <b>Significance</b> - high
<b>Animal Welfare Rangers</b>	Animal welfare rangers that are employed by the Barkley Regional Council	<ul style="list-style-type: none"> <li>Educating the community in regards to dog health which positively influences human health</li> <li>Education around animal welfare issues in community</li> </ul>	<b>Relevance</b> - high <b>Significance</b> - high
<b>Teachers</b> <i>Approximately 8 teachers</i>	Administer training to deal with dogs that are exhibiting vicious behaviour	<ul style="list-style-type: none"> <li>Improved education for children on animal welfare and hygiene</li> <li>Decreased bites</li> <li>Public health impacts: decrease of disease prevalence and prevention of disease and associated benefits</li> <li>Impact on school (primary and secondary)/workshop</li> </ul>	<b>Relevance</b> -very high <b>Significance</b> - high
<b>ICV Volunteer</b> <i>made visits to the community: April 2015 and May 2014</i>	Recruited under the program - contributes local community knowledge and first hand observation experience, best placed to understand the short term changes that have occurred in the community	<ul style="list-style-type: none"> <li><b>Longer term</b> impact following engagement regarding attitude changes in perceptions and reconciliation barometer</li> <li><b>Negative</b> impact can include culture shock, and awareness of reality for community</li> </ul>	<b>Relevance</b> - medium not as high as direct beneficiaries of the service
<b>Students participating at the school and their parents</b>	School students and parents have been put together as work impacted families as a unit <ul style="list-style-type: none"> <li>66 male students</li> <li>37 female students</li> <li>99% Indigenous</li> </ul>	<ul style="list-style-type: none"> <li><b>Long term:</b> increased understanding of link between dog health and human health, leads to positive health outcomes and changes in behaviour</li> </ul>	<b>Relevance</b> - medium – not as high as teachers <b>Significance</b> - very high as the ultimate objective is to influence students as the initial target group

All identified stakeholders	Stakeholder description	Anticipated impact	Materiality of impact* Relevance and significance
	<ul style="list-style-type: none"> <li>31 % language other than English</li> </ul>	<ul style="list-style-type: none"> <li><b>Short term:</b> improved strategies to deal with dogs, possibility reduced instance of breeding of stray dogs in the community</li> <li>Improved connection between families and the school due to program participation</li> <li>Improved relationships within the family unit by caring for dogs</li> </ul>	
<b>AMRRIC Education officer Animal Management in Rural and Remote Indigenous Communities (AMRRIC)</b>	A not-for profit charity which administers animal management assistance to vet clinics in rural and regional communities' in Darwin funded by Federal and state government	<ul style="list-style-type: none"> <li>Possible decrease in stray dogs in the community and excessive breeding</li> <li>Potential increase in willingness of community members to bring their dogs to the clinic when they come out next time</li> <li>Increased collaboration between ICV and local NFPs</li> </ul>	<b>Relevance</b> - medium to low <b>Significance</b> - medium to high, ICV program has impact on AMRRIC work
<b>Community Development Officer</b>	A key coordinator for any activities in Ali Curung, visits the community on average every couple of months observes changes over time.	<ul style="list-style-type: none"> <li>Increased understanding of community culture, politics in the community</li> <li>Improved capacity of individual to undertake community development and engagement work</li> <li>Improved access to gather data and evidence on community activities and outcomes</li> </ul>	<b>Relevance</b> - high to very high <b>Significance</b> - high, enables follow up work and ensuring connection with other remote and rural regions
<b>Men's cooking class participants</b>	ICV to find out number of men participating in the cooking class	<ul style="list-style-type: none"> <li>Improved health outcomes and behaviours</li> <li>Connectedness to community around a shared objective</li> <li>New skill acquisition</li> </ul>	<b>Relevance</b> - medium <b>Significance</b> - unsure of significance – early days to assess significance
<b>Leader in community /cultural contact</b>	Board member for the community, a community leader who is close to animal welfare rangers – so has an understanding of short term and long term impacts	<ul style="list-style-type: none"> <li><b>Assumption:</b> seeing an increase in community safety is a really positive outcome</li> <li>Increased community safety element is important</li> </ul>	<b>Relevance</b> - medium <b>Significance</b> - medium

All identified stakeholders	Stakeholder description	Anticipated impact	Materiality of impact* Relevance and significance
<b>ICV management</b>	Management oversight of ICV staff and volunteers, checks in with the community on a limited, distance basis.	<ul style="list-style-type: none"> <li>Generating supportive donors</li> <li>Helps to build evidence base to influence social policy</li> </ul>	<p><b>Relevance</b> - high as it directly relates to ICV's whole purpose of being</p> <p><b>Significance</b> - very high as it translates ICV's vision and philosophy into practice - significant in contribution they make to quality but in terms of key stakeholders- not the most significant they are not in the top 5</p>
<b>Federal Government</b>	<ul style="list-style-type: none"> <li>remote school attendance strategy- top priority government program</li> <li>Ali Curung has federal school attendance officers</li> <li>ICV has received federal funding to support remote school attendance strategy</li> </ul>	<ul style="list-style-type: none"> <li>Helps to achieve Remote school attendance strategy</li> <li>Demonstrates a consultative approach</li> </ul>	<p><b>Relevance</b> - medium to low- the interest is focused on school attendance</p> <p><b>Significance</b> - medium to low- SROI could be useful to feed into the policy thinking around dog health and activities to engage students at the school</p>
<b>Northern Territory Government</b>	State government	<ul style="list-style-type: none"> <li>Negative impact?</li> <li>AMRRIC funded by state</li> <li>Dog issue is prominent in NT.</li> </ul>	<p><b>Relevance</b> - medium to low</p> <p><b>Significance</b> - medium to low. High prominence issue.</p>
<b>Donors</b>	24,000 individual donors- increased over the past 4.5 years. Donors provide a range of monetary contribution from \$5-\$1,000's	<ul style="list-style-type: none"> <li>Money has positive benefit</li> <li>Seeing outcomes of investment, generates further good will</li> <li>Increase understanding of Aboriginal and Torres Strait Islander culture</li> <li>Any positive outcome in community they would share in knowing that they have contributed</li> </ul>	<p><b>Relevance</b> - low - relevant in terms of decision to continuing to donate funds.</p> <p><b>Significance</b> - medium (low impact on personal life)</p> <p><b>Reach</b> - immediate group of influence, potential reach is thus considerable</p>

# Pinjarra

All identified stakeholders	Stakeholder description	Anticipated impact	Materiality of impact* Relevance and significance
<b>Volunteer</b>	Project volunteer for architectural designs, participated in two projects	<ul style="list-style-type: none"> <li>Better understanding of Noongar people in Pinjarra</li> </ul>	<p><b>Relevance</b> - high</p> <p><b>Significance</b> - involved in the design of community plans</p>
<b>ICV Regional Manager</b>	ICV Regional Manager and volunteer for roofing project, with Indigenous background	<ul style="list-style-type: none"> <li>Developed community engagement and development practice, and shared learnings across ICV staff scaled up the impact across organisation through team meetings</li> </ul>	<p><b>Relevance</b> - high, shared outcomes across the ICV group</p> <p><b>Significance</b> - high</p>
<b>Volunteer</b>	ICV volunteer for renovation projects in 2012 and 2014. Transitioned from volunteer to contractor basis.	<ul style="list-style-type: none"> <li>Witnessing reconciliation in action</li> <li>Experienced a substantial change in the way he understood aboriginal culture</li> <li>Better understanding of Noongar people in Pinjarra.</li> <li>Satisfaction of completing infrastructure project and seeing the community benefit first-hand</li> </ul>	<p><b>Relevance</b> - very high, maintained close contact with community, has contributed largely to the community objectives</p> <p><b>Significance</b> - high</p>
<b>Volunteer</b>	ICV volunteer for governance training, ICV annual report and policy development, had a role in ensuring funding	<ul style="list-style-type: none"> <li>Better understanding of Noongar people in Pinjarra.</li> <li>Personal satisfaction of knowing the organisation received funding towards their vision of building a cultural centre/ place of meeting for the community.</li> </ul>	<p><b>Relevance</b> - high</p> <p><b>Significance</b> - high, very influential in governance outcomes which will allow for a sustainable change for the community, as well as the increase in funding to undertake the infrastructure development</p>
<b>Program applicant</b>	Unofficial community facilitator involved in infrastructure, construction and renovation projects	<ul style="list-style-type: none"> <li>Up-skilling (e.g. trades)</li> <li>Unintended outcome: Improved economic well-being- skills, due to skill acquisition</li> <li>Theory of change evidence is collected and left with the community</li> </ul>	<p><b>Relevance</b> - very high</p> <p><b>Significance</b> - very high</p>
<b>Program applicant</b>	Traditional owner who was local and maintained regular contact with Community Development Officer and working with ICV to make sure they get the right volunteer	<ul style="list-style-type: none"> <li>Improved capacity</li> <li>Improved economic well being</li> <li>Increased partnerships with key community stakeholders</li> </ul>	<p><b>Relevance</b> - very high</p> <p><b>Significance</b> - very high, Central to re-building the governance elements of the</p>

All identified stakeholders	Stakeholder description	Anticipated impact	Materiality of impact* Relevance and significance
		<ul style="list-style-type: none"> <li>Improved capacity around governance and leadership</li> </ul>	cultural centre and sharing the vision with the community.
<b>MDAA Board Member Murray District Aboriginal Association (MDAA)</b>	A board member and respected elder, with extensive involvement in the Centre	<ul style="list-style-type: none"> <li>Improved capacity for governance</li> <li>Increased partnerships with community</li> <li>Improved cultural and social wellbeing</li> <li>Direct beneficiary of governance training, now empowered to bring sustainable change to the community</li> </ul>	<b>Relevance</b> - very high <b>Significance</b> - very high (same as above)
<b>Cultural program convener</b>	Respected community member, slightly more removed from the program	<ul style="list-style-type: none"> <li>Improved capacity and relationships with community members.</li> <li>Infrastructure allows for sharing of cultural knowledge - it creates a meeting place.</li> <li>Direct beneficiary of renovations and has key observations on the impact for young people in the community.</li> </ul>	<b>Relevance</b> - high - in terms of the vision to share culture - looking at/drawing from youth programs <b>Significance</b> - medium to high
<b>Community members who have participated in cultural and cooking programs.</b>	This group includes members who may have participated in various cultural programs hosted at the centre	<ul style="list-style-type: none"> <li>Improved cultural and social well-being.</li> <li>Improved quality of life and health.</li> <li>Improved economic well-being.</li> <li>Ownership of an evidence base</li> <li>Increased partnerships and community participation with key stakeholders for community.</li> <li>Improved safety and perception of safety</li> </ul>	<b>Relevance</b> - very high <b>Significance</b> - high, Direct beneficiaries of governance training, AGM coordination, policy, procedures and annual report development. Empowered/equipped to bring the sustainable change to the community
<b>Community members who have participated in weekly basketball training</b>	Various community members who participated in basketball training program on a weekly basis	<ul style="list-style-type: none"> <li>Improved social well-being.</li> <li>Improved quality of life and health.</li> </ul>	<b>Relevance</b> - high <b>Significance</b> - medium, indirect beneficiaries of ICV activities, but beneficiaries of longer term outcomes including greater participation in the community.
<b>Young children</b>	Young community members of all ages, who have participated in programs not accounted for in other groups.	<ul style="list-style-type: none"> <li>Increased community participation</li> <li>Increased perceived safety</li> </ul>	<b>Relevance</b> - no information <b>Significance</b> - no information
<b>Academic research volunteer</b>	PhD Candidature in Health Promotion and Health Education in Aboriginal urban communities aimed at improving health and wellbeing outcomes	<ul style="list-style-type: none"> <li>Built relationship with community which is part of reconciliation in action.</li> <li>Built evidence towards contributing to social policy.</li> </ul>	<b>Relevance</b> - medium contributed to program key objective

All identified stakeholders	Stakeholder description	Anticipated impact	Materiality of impact* Relevance and significance
		<ul style="list-style-type: none"> <li>Education and learnings - Benefits for research and study</li> </ul>	<p><b>Significance</b> - medium influenced or informed elements of the program or helped run a few</p>
<b>Parents of youth participating in program</b>	Community members who are parents of the children participating in various programs (basketball training, cultural, cooking)	<ul style="list-style-type: none"> <li>Improved social wellbeing and increased connectedness from the vision being implement</li> <li>Community participation and social capital</li> <li>Improved education and opportunities</li> </ul>	<p><b>Relevance</b> - medium, part of the key objectives of the programs</p> <p><b>Significance</b> - low to medium, not direct beneficiaries</p>
<b>Community Development Officer</b>	A Community Development Officer who had direct involvement and observations, performed as a CDO Community Development Officer for 18 months to 2 years, not Indigenous.	<ul style="list-style-type: none"> <li>Skill development</li> <li>Building relationship with the communities</li> <li>Improved cultural wellbeing and quality of life through the rewarding experience</li> <li>Shared outcomes with the community</li> </ul>	<p><b>Relevance</b> - very high, sharing the community objectives</p> <p><b>Significance</b> - medium, influence has been indirect</p>
<b>Community Development Officer</b>	Community Development Officer from mid-2013, direct involvement and observations, not Indigenous	<ul style="list-style-type: none"> <li>Developed community engagement and development skills</li> <li>Improved relationships with community.</li> <li>Shared outcomes/objectives with the community</li> <li>Improved social wellbeing due to rewarding experience</li> </ul>	<p><b>Relevance</b> - very high, sharing the community objectives</p> <p><b>Significance</b> - medium, influence has been indirect</p>



cutting through complexity

**Contact us:**

**Liz Forsyth**

**Partner**

**National Sector Lead: Health, Ageing and  
Human Services**

+61 2 9335 8233

lforsyth@kpmg.com.au

**Ruth Lawrence**

**Associate Director**

**Health, Ageing and Human Services**

+61 2 9346 5554

rlawrence2@kpmg.com.au

**[www.kpmg.com.au](http://www.kpmg.com.au)**

