



cutting through complexity

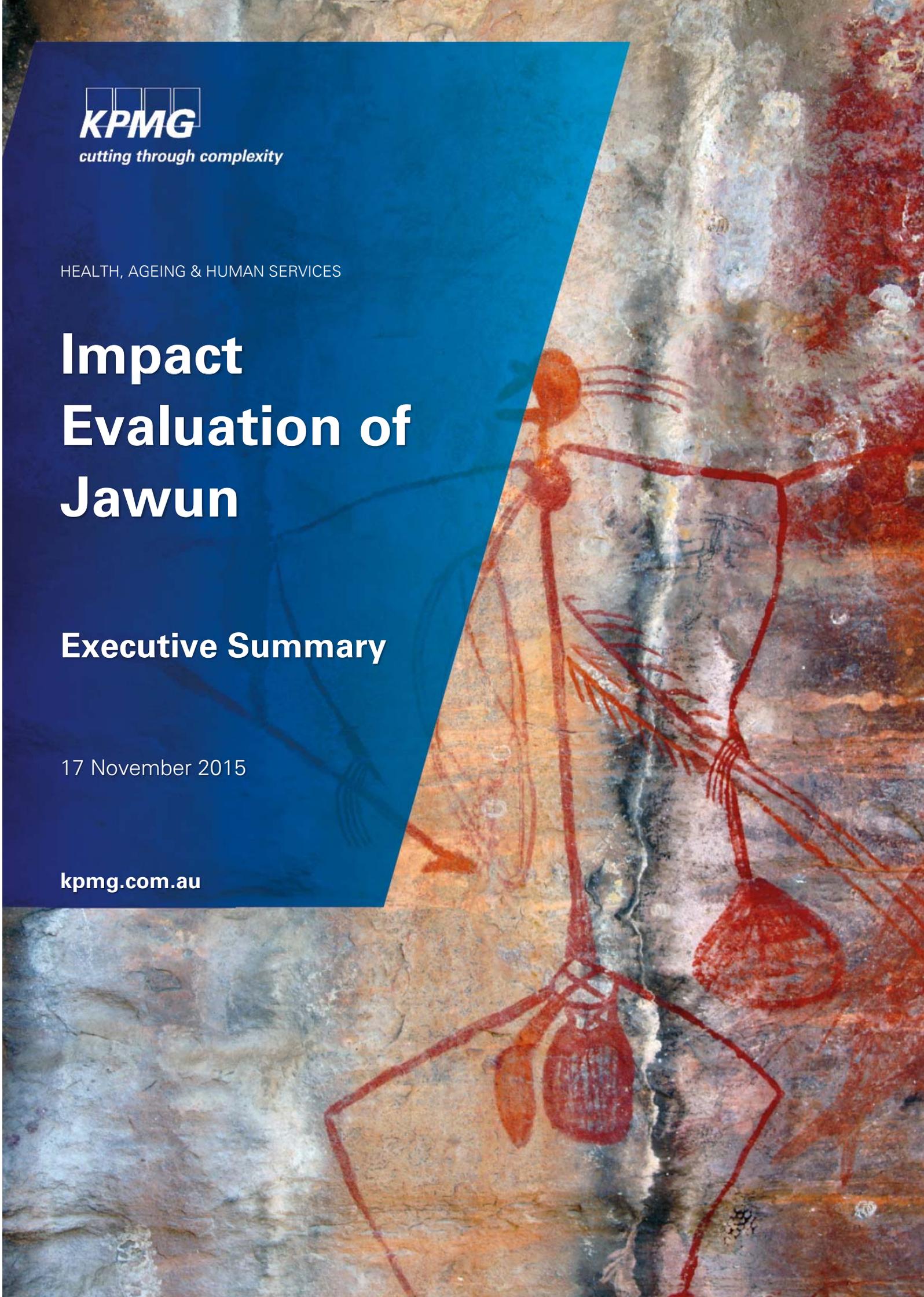
HEALTH, AGEING & HUMAN SERVICES

Impact Evaluation of Jawun

Executive Summary

17 November 2015

kpmg.com.au



Contents

- Executive summary 1**
- Evaluation purpose..... 1
- Outcomes for Indigenous organisations and leaders.....2
- Strengthening capacity region by region.....4
- Outcomes from support for major initiatives7
- Outcomes for corporate and government partners 10
- Impact in Indigenous communities 10
- Recommendations: towards a model of organisational maturity..... 13

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

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

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Executive summary

This evaluation demonstrates that Jawun has been successful in strengthening the capacity of Indigenous organisations and leaders, and in leveraging the expertise of corporate and government partners to support Indigenous-led projects, including major programs of reform.

Improvements in Indigenous organisation and leadership capacity is having an impact on communities

The evaluation finds there has been an uplift in the capacity of Indigenous organisations and leaders, attributable to Jawun's support across seven domains of capability, namely: strategy, structure, systems, shared culture, style (leadership) and skills. With a broad uplift in organisational capacity achieved and greater collaboration occurring within and between regions as a result of this and other enabling support, Jawun has provided the foundations for positively influencing community outcomes.

Based upon the community-level data available, there is evidence that improvements in the material circumstances of Indigenous communities are occurring, with positive changes seen in areas such as economic participation and educational attainment, and in progress towards safe and supportive communities.

Where positive changes at a grass-roots level are occurring, Jawun's support for the organisations, programs and services provided in these communities has played an important role, and in some cases, such as Cape York, there is evidence that this support has been instrumental to the success of Indigenous-led initiatives that are having a considerable impact on the lives of Indigenous children and families..

Diagram 1 provides an infographic overview of Jawun's inputs and activities (primarily in the form of secondees); the capacity uplift reported across a number of organisational domains by Indigenous organisations and

leaders; the effect this has had on regional capacity in terms of key enablers; and finally the impact on key indicators at the community level.

Positive outcomes for corporate and government partners

A range of benefits were also reported by Jawun corporate and government partner organisations and returned secondees as a result of their participation in Jawun's programs, including in the areas of employee engagement, skills transfer and corporate cultural change.

Positive changes were also reported in the way corporate and government partners engage with Indigenous organisations and communities, to the extent that Jawun is considered to have made an important contribution to practical reconciliation between corporate and Indigenous Australia.

A unique partnership model

From the perspective of all Indigenous leaders consulted, the secondee model, coupled with the expertise and commitment of long term corporate and government partners, has distinguished Jawun from the types of commercial or government support otherwise available. The Jawun model being regarded as more inclined to enable rather than own the process, more flexible in how it deploys partner expertise, more adaptable to execution challenges, and less wedded to a particular course of action because of a prevailing policy position.

Evaluation purpose

The purpose of this evaluation is to provide evidence of the extent to which Jawun has contributed to improvements in the social and economic circumstances of Indigenous people, through its work to:

- **increase the capabilities of Indigenous leaders and organisations** to enable

them to achieve their own development goals; and

- **use the expertise of corporate and government partners** to deliver a range of projects, reforms, innovations or other programs of work directly.

Jawun also seeks to create 'upstream' or internalised benefits for its corporate and government partners, such as positive secondee experiences and improved corporate engagement with Indigenous people, organisations and communities.

KPMG has sought to validate Jawun's Theory of Change through the conduct of:

- comprehensive surveys of Indigenous organisations, corporate and government partners and secondees;
- extensive interviews¹ with key stakeholders from Cape York, Central Coast, East Kimberley and Inner Sydney Indigenous regions and with selected corporate and government partners; and
- an analysis of available socio-demographic data from each of these four Indigenous regions, including selected indicators of material change since 2001.

The results of KPMG's analysis are framed around an assessment of Jawun's capacity-building process for Indigenous organisations and leaders and the outcomes achieved in the four selected regions; case studies of the contribution made by corporate and government partners in support of major Indigenous-led initiatives; and an assessment of the benefits internalised by corporate and government partners in relation to achieving their organisational goals.

Outcomes for Indigenous organisations and leaders

A priority for Jawun has been its contribution to improving the capacity of Indigenous

organisations and leaders and to supporting improvements in the way these organisations and leaders work together to maximise their impact in Indigenous communities.

Good engagement with organisations and leaders to scope and match secondees

The far majority of organisations supported by Jawun reported that the assistance offered was appropriate, that is, it met their organisational needs and was delivered in a timely and efficient manner. Most commentary provided by informants related to how the scoping of work was managed and the process matching of secondees to appropriate briefs. These processes were viewed to be functioning very effectively and meeting the needs of the majority of host organisations.

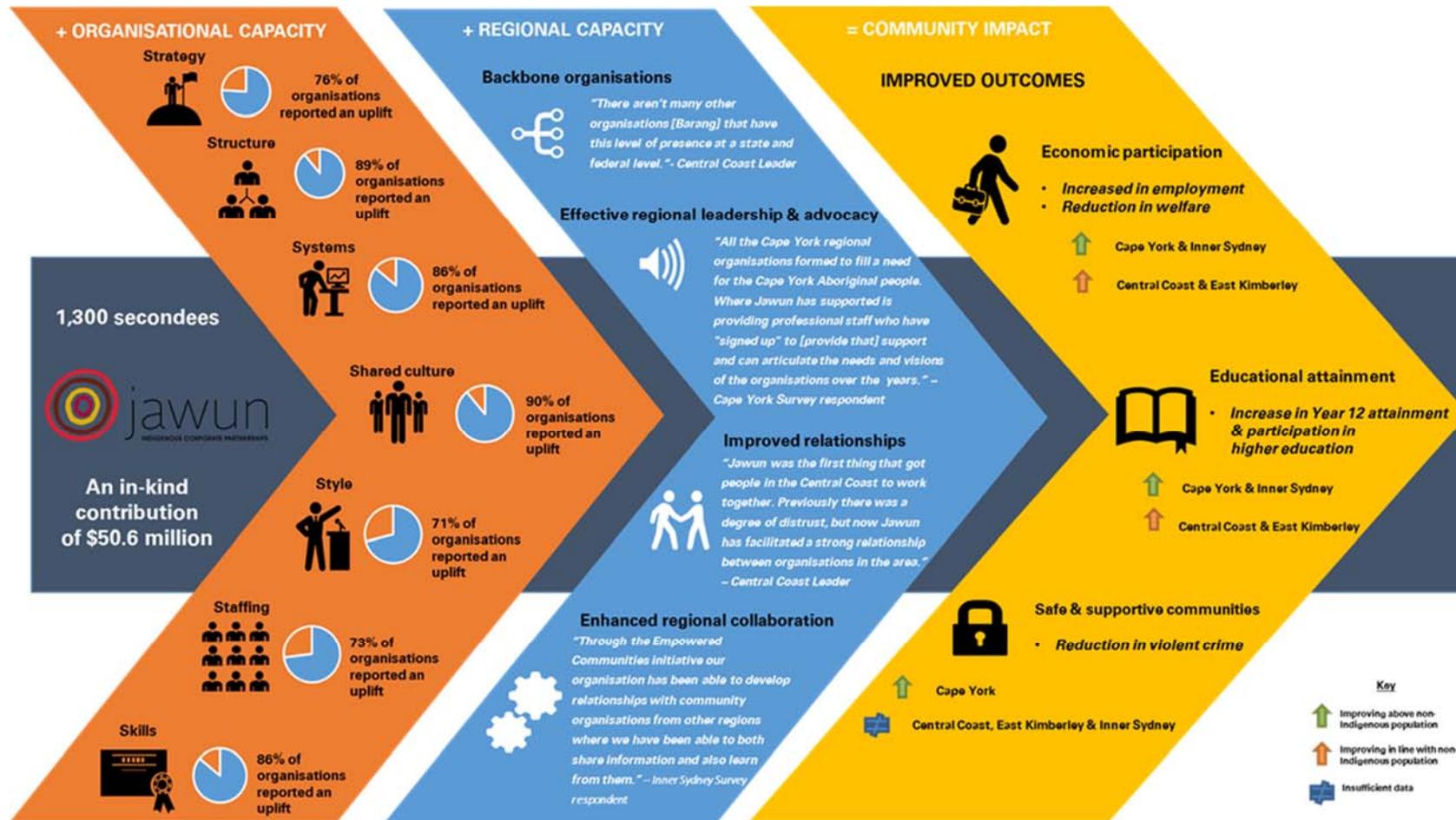
It was consistently reported that there is adequate opportunity for organisations to be active agents in the design of the support they receive, for example, in the scoping of project briefs or their tailoring to local organisational requirements. This was facilitated through frequent and open communication with Regional Directors, who were reported to be readily accessible and transparent in their dealings with host organisations.

Almost all organisations indicated that Jawun supported local, Indigenous-led initiatives rather than dictating the nature or focus of the support to be provided.

Matching between skills of secondees and organisational briefs was largely reported to be well managed. In the main, this was evidenced through the many successful secondments cited by participating organisations. The quality and commitment of the secondees was consistently noted by informants.

¹ As the consultations were conducted on a confidential basis, no identifying information is provided.

Diagram 1: Overview of Jawun’s inputs affecting change on outcomes for Indigenous organisations and leadership, regional capacity and impacts on community across four Jawun regions (Cape York, Central Coast, East Kimberley and Inner Sydney).



Source KPMG, 2015. Secondee and in-kind contribution for Cape York, Central Coast, East Kimberley and Inner Sydney regions only. Organisational capacity uplift reported as an aggregate of findings from the organisational capacity survey. The proportion represented is of those organisations that reported receiving assistance in particular domains. For domain definitions and further methodological commentary please refer to Appendix C.

An uplift in organisational and leadership capacity

Survey results and interviews with key stakeholders have confirmed that Jawun's support has helped to increase organisational capacity, across a range of domains within each organisation.

Each respondent rated the organisation's capacity on a scale both before and after the receipt of Jawun's support. The infographic overleaf (Table 1) shows this change reported for each region across the various business domains. These domains describe seven key business areas – strategy, structure, systems, shared culture, style (leadership), staffing and skills. A description of each of these domains can be found in Appendix C of the evaluation report.

Interview findings for each region support the survey findings. Generally, the interviews showed that the large majority of secondees have been utilised to complete discrete pieces of work that the host organisations would not normally be able to resource or did not have the requisite skills to perform.

Examples of this type of support were numerous and included a large range of projects, from research into new programs or opportunities, to business case development and designing and developing human resource frameworks.

These projects have contributed to an increase in capacity, both in terms of providing enabling structures and through the tacit transfer of knowledge from secondees to staff of host organisations.

For leaders of Indigenous organisations, Jawun has provided a range of supports and development opportunities, including access to a network of executives and senior staff of corporate and government partners, the Emerging Leaders Program, and the chance to share their ideas with other prominent Indigenous leaders from across the country.

A smaller, but still significant amount of support has also been dedicated to assisting leaders undertake larger programs of reform or other strategic project work. These secondments helped organisations and leaders

to crystallise their thinking and become more effective advocates for their visions of reform and the program and service innovations they wish to deliver in their regions.

Building on the uplift of organisational capacity achieved within individual organisations, Jawun has contributed to enhancing intra-regional collaboration, by fostering the development of trusted relationships and networks, supporting knowledge sharing and helping leaders to influence change through, for example, a more effective dialogue with government.

Strengthening capacity region by region

The evidence for Jawun's support leading to an uplift in organisation and leadership capacity can be found in each of the four regions reviewed.

Cape York: consolidating success

Since the late 1990s, the Cape York Indigenous organisations that Jawun supports, through the strength of its leadership, have come together around the common agenda of welfare reform and to innovate and implement the Cape York Welfare Reform Project.

During this process, with the assistance of Jawun, several new and demonstrably effective organisations have been created; each playing a distinctive yet coordinated role in progressing the welfare reform agenda, with backbone organisations such as Cape York Institute (policy development, advocacy and leadership programs) and Cape York Partnership (family and community development programs) performing an essential coordinating function.

Based on consultation with a range of informants, including external observers as well as stakeholders from within these organisations, this evaluation finds that Jawun has been instrumental in enabling the high degree of consolidation that is characteristic of the region, through its support for the establishment of Cape York's backbone organisations and its ongoing work

Table 1: Summary of high level change in organisational capacity by domain and region

| Domains | Cape York | | Central Cost | | East Kimberley | | Inner Sydney | |
|--|---|------|---|--|--|-----|---|---|
| | + uplift | n | + uplift | n | + uplift | n | + uplift | n |
| Strategy  |  | 75% |  | 80% |  | 57% |  | 89% |
| | | 4 | | 5 | | 7 | | 9 |
| Structure  |  | 100% |  | 75% |  | 86% |  | 89% |
| | | 3 | | 4 | | 7 | | 9 |
| Systems  |  | 100% |  | 80% |  | 86% |  | 80% |
| | | 7 | | 5 | | 7 | | 10 |
| Shared culture  |  | 100% |  | 100% |  | 75% |  | 100% |
| | | 3 | | 1 | | 4 | | 3 |
| Style (Leadership)  |  | 60% |  | 50% |  | 75% |  | 83% |
| | | 5 | | 4 | | 4 | | 8 |
| Staffing  |  | 67% |  | 50% |  | 67% |  | 100% |
| | | 6 | | 2 | | 3 | | 4 |
| Skills  |  | 83% |  | 100% |  | 50% |  | 100% |
| | | 6 | | 2 | | 2 | | 4 |
| Key | | | | | | | | |
|  | Green % orgs. reporting uplift | |  | Orange % orgs. reporting no change | Orange 'n' | | | Number org. receiving support in domain |

Source: KPMG, 2015. The pie charts show the proportion of organisations that reported a positive uplift in capacity (green) for each domain, before and after Jawun support. The degree of change within individual organisations against each domain has not been aggregated in this table. Total organisations: Cape York = 7 | Central Coast = 5 | East Kimberley = 7 | Inner Sydney = 12. For further methodological commentary please refer to Appendix C.

to strengthen the capabilities of organisations and leaders.

“I think that Jawun secondees often provide the language to the ideas of the regional organisations – all the Cape York regional organisations formed to fill a need for the Cape York Aboriginal people. Where Jawun has supported is providing professional staff who have "signed up" to [provide that] support and can articulate the needs and visions of the organisations over the years.”

Indigenous leader, Cape York region

While this process has relied on a strong Indigenous leadership for its success, thanks to the support provided by Jawun, there is now a level of organisational and leadership capability across the network of regional organisations that was not present in 2001, and which now has the capacity to carry out and support the reform agenda.

With the Cape York region demonstrating a high degree of maturity across a number of domains, the foundations for positively influencing community outcomes is in place.

Central Coast: on-track for success

The evaluation findings indicate that Jawun has clearly contributed to an increase in the internal capacity of Indigenous organisations and leaders on the Central Coast.

Interviews with informants consistently highlighted Jawun’s contribution as a catalyst to drive organisational improvement in much shorter timeframes than could otherwise be realised, allowing organisations ‘some breathing space’ to plan and address strategic goals over a longer time horizon.

While a number of examples were provided of highly tangible outputs of secondments that could be used by organisations on an ongoing basis (such as a new communication strategy, business plan, enhanced financial management systems and new policies and procedures), many informants spoke of the intangible value secondments provide which contributed to a change in internal capacity. This value was described by one informant as

“the validation and confidence it gives organisations to ensure they are on the right track.”

“The real success of Jawun is how it offers a true partnership, and feedback from organisations that have worked with Jawun has been positive, they (Jawun) tailor it (involvement) a bit and adapt to the needs of the organisation.”

Elder, Central Coast region

There was broad consensus that Jawun’s involvement in the region has contributed to increasing organisational and leadership capacity which in turn has had a positive impact on enhancing collaboration, fostering the development of trusted relationships and networks, increasing knowledge sharing and supporting organisations and leaders to influence change.

While this process has relied on strong Indigenous leadership for its success, there is now a growing level of organisational and leadership capability across the network of regional organisations that was not present to the same degree before 2012.

Jawun has played an important role in enabling a high degree of growing consolidation that is characteristic of the region, through its support for the establishment of Central Coast’s backbone organisation, Barang and its ongoing work to strengthen the capabilities of organisations and leaders.

East Kimberley: meeting the challenge

The ecosystem of Indigenous organisations operating in the East Kimberley continues to mature and integrate into a place-based and innovative group of organisations with a shared agenda. Interviewees and external observers have commented that this process has accelerated since Jawun’s entry into the region in 2010, with an increase in cooperation and sharing of good practice among regional organisations that did not previously take place.

“The support we received was invaluable, and allowed us to compete the tasks and projects we sought assistance with.”

Indigenous leader, East Kimberley region

This trend is set to continue as the region has much of the required infrastructure to cement these emerging gains. This incremental progress is beginning to pay dividends and Jawun’s ongoing support will help ensure they are sustainable.

Inner Sydney: gaining ground

The network of Indigenous organisations operating in Inner Sydney continues to mature and integrate. Interviewees and external observers have commented that this process has accelerated since Jawun’s entry into the region in 2010, with an increase in cooperation and sharing of good practice among regional organisations that did not previously take place.

The evaluation findings indicate that Jawun has clearly contributed to an increase in the capacity of Indigenous organisations and leaders accessing Jawun’s support in the Inner Sydney region.

“Jawun secondees have been very effective and has contributed to the development and growth of our organisation.”

Indigenous leader, Inner Sydney region

Interviews with informants consistently highlighted that Jawun’s contribution, through secondments and Executive Visits, has been a key enabler to accelerate capacity improvements in much shorter timeframes than could have otherwise been realised. The change in capacity within organisations was noted by the majority of informants interviewed, with one observing that some organisations have been able to attract more ‘mainstream dollars and support’ a result of their enhanced capabilities.

With the Inner Sydney region demonstrating growing maturity across a number of domains,

the foundations for positively influencing community outcomes is being laid.

Outcomes from support for major initiatives

In addition to the cumulative effect of Jawun’s support at an organisational level, there are several examples whereby Jawun has used the resources of corporate and government partners to effect outcomes (intermediary impacts, such as supporting cross-regional collaboration, Indigenous-led initiatives and place-based coordination) that advance large-scale Indigenous reform projects and initiatives. These have laid the foundation for broad-scale material changes within communities.

Case studies of Empowered Communities, Welfare Reform, Education Reform and Money Management (MPower) each illustrate the role of Jawun in enabling the design, production and implementation of major Indigenous-led strategic projects and initiatives.

In the case of MPower and Education Reform, Jawun has acted as a support structure and conduit for major streams of work to come to life more quickly, by providing ready access to highly skilled resources and the capability to innovate as well as offering access to influential networks of support. In other instances, such as Empowered Communities and the creation of Cape York Institute, Jawun has been able to use its political astuteness and influence to ‘open doors’ that would otherwise have led to extended periods of negotiation or lobbying in order to achieve an outcome.

The corporate and government partners that Jawun has been able to leverage have, in many instances, provided long-term skilled resources that have been instrumental in providing strategic guidance at key points, as well as ongoing access to their technical capability.

Overall, Jawun has enabled major projects and reforms initiated and led by Indigenous organisations and leaders to become a reality, and to effect beneficial impacts in

communities in ways that would otherwise not have been achieved.

Empowered Communities: bringing regions together

Jawun is recognised to have contributed to the Empowered Communities project in several ways: helping to bring together the Indigenous leadership from across eight diverse regions; providing strategic and tactical support for the development of the Empowered Communities Design Report; and leveraging its resources to enable the exchange of knowledge between regions and to progress the implementation of proposed reforms at each location.

Overall, Jawun's role as a support structure and conduit for the formation and design of the Empowered Communities model means that the plan for reform has been able to make progress; overcoming numerous challenges – such as a lack of solidarity among the regions, or the absence of project management support - which would have otherwise been a blockage.

While the impact upon communities is yet to be realised (given the project remains in its earlier phases and has not yet received full government support) the weight of evidence suggests that Empowered Communities regions are working better together now than they were before Jawun's involvement.

Jawun's role as a support structure for Empowered Communities in particular has seen it facilitate the coming together of individuals and organisations in a way that may not have otherwise happened, as well as providing the resources and support required to administer the reform.

Welfare Reform: supporting the creation of Cape York Institute

The maturing of the Cape York Institute into the sophisticated entity it is today would not have been possible without the support of Jawun over a period approaching 15 years. As an intermediary impact this outcome has enabled the coherence of the Cape York Welfare Reform Agenda and Project this organisation expounds.

Beginning in conversations conducted in 2002, a succession of Jawun secondees, underpinned by long-term Boston Consulting Group fellows, have helped to create and then establish and grow the organisation; partnering over an extensive period to construct an entity capable of delivering on a politically challenging social change project.

As a consequence of this support, more than \$100 million over the 2008-12 period of the Cape York Welfare Reform Trial evaluation has been expended, with the results of the trial's evaluation indicating that while the reform agenda is in its relatively early phases, "individuals and families are beginning to gain respite from daily living problems and people feel that life is 'on the way up'" as one informant noted.

Although this process has depended on strong Indigenous leadership to drive the agenda, in order to achieve its objectives this leadership has continuously drawn upon the resources of Jawun to craft its ideas into policies and actions, to test and innovate new programs, and to bring stability and professional capability to the organisation during each of its inception, establishment and growth phases.

The Boston Consulting Group in particular has been influential in challenging and reshaping the thinking of the Cape York leadership, through encouragement to investigate alternative program models and how best to assuage and convince an otherwise sceptical government.

Education Reform: laying the foundation of reform

Jawun's contribution to education reform since 2002 has been substantial. It supported the design, implementation and expansion of multiple education trials in the first few years of the reform's development and backed Cape York Partnership in 2009 to operationalise their holistic reform proposal.

It innovated and accelerated the learning of Cape York's education reformers with assistance for the development of Student Education Trusts and Student Case Management programs, and brought in the skills and expertise necessary to plug gaps in

Cape York Partnership's capacity to develop a business case for the innovative Cape York Aboriginal Australian Academy.

In addition to setting up organisations and their operating structures and processes, secondees have helped deliver programs on the ground: going into communities and working directly with parents and families to promote the benefits of reform and help them take responsibility.

As an intermediary impact this work has been significant and has helped to lay the foundations for sustained educational outcomes in the form of increased school attendance, substantial community support for the Cape York Aboriginal Australian Academy schools and increased parental savings for educational purposes.

In the words of Noel Pearson, Chairman of the Cape York Partnership and Jawun Patron:

"Our innovations in welfare reform and education would never be possible if governments were our only source of partnership. Governments are, by their very nature, averse to risk and unwilling to support new approaches and new ideas. Our education initiative, Cape York Aboriginal Australian Academy, is the result of seed investment by the Vincent Fairfax Family Foundation and corporate secondments from Westpac, St George and IBM."²

Noel Pearson

MPower: the benefit of long-term commitment

Jawun's contribution in developing MPower can be summarised as being crucial to the creation and growth of a grassroots money management and community banking initiative into a formalised and sophisticated financial

service that is increasingly being administered and led by members of the community.

In the case of MPower, links to corporate partners with years of experience in their industry is shown to have been crucial in helping to overcome significant project barriers, such as the need to design new banking products that improve the process by which clients with little or no financial literacy can save and make transactions.

The technical expertise of secondees, as well as the focus on transferring skills to local community members, has meant that (as an intermediary impact) the program's reach and ongoing sustainability is has been further secured.

Based on the findings of the 2012 Cape York Welfare Reform trial, MPower is the most commonly used support service introduced by the trials and the service most frequently cited by service providers as having made the greatest impact "in encouraging and assisting people to better meet the needs of their children and families."

"Moving FIM³ from an idea to a reality was a key part of turning Noel's vision into reality. It gave Indigenous people in those communities a simple and practical opportunity to leverage the value of income for productive outcomes. The benefits of this in reducing cash flowing to alcohol and gambling, with consequent social impacts were considerable. The benefits to community and individual self-esteem were a delight to see."

Westpac Secondee

² Networks of opportunity involving the private sector are vital for Indigenous development, News Articles – Pearson, N. *The Australian*, 11 May 2013.

³ Family Income Management.

Outcomes for corporate and government partners

Based on consultation with a range of informants, including external observers, the evaluation findings indicate that Jawun has made a positive contribution, often as one program among other development programs and activities in which partner organisations are involved, to achieving their organisational goals.

For example, involvement with Jawun has helped inform partner Reconciliation Action Plans (e.g. building resilience in Indigenous communities), organisational diversity plans, Indigenous employment schemes and volunteering programs. It has also allowed for unique opportunities to engage and partner with Indigenous organisations and communities to deliver on their corporate responsibility goals.

Jawun builds organisational capacity within partner organisations by supporting strategies regarding people and leadership development. Employees of corporate and government partners who have participated in a Jawun secondment report of the numerous benefits that such an immersion experience offers. Evaluation findings show that the large majority of returned secondees reported that the experience has challenged and changed them both personally and professionally.

It was reported to have led to greater knowledge and understanding of Indigenous Australia, and the development or enhancement of 'soft' skills such as greater intercultural competence and emotional intelligence (such as a greater tolerance of ambiguity, greater flexibility, adaptability, self-awareness, resilience, self-confidence, influencing and negotiation skills and more effective communication skills).

These changes are clearly valued by corporate and government partners who view the secondment program as a professional development opportunity aligned to their people and leadership development goals.

It was noted that the more successful partner organisations tended to be those that have had

a critical mass of employees participate in Jawun's secondment program over time. This has resulted in a greater critical mass of returned secondees affecting change within an organisation – with a proportion of these returned secondees becoming champions not only of Jawun but for Indigenous reconciliation.

In addition, survey findings and consultations with stakeholders found that Jawun has contributed to supporting corporate and government partners to develop new relationships/partnerships with Indigenous organisations and/or leaders and fostered opportunities for corporate and government engagement with Indigenous leaders, organisations and communities.

While Jawun has made a positive contribution to the way partner organisations engaged with Indigenous people, organisations and communities over time, it was less clear as to how this enhanced engagement and capacity build had translated to measurable evidence of impact in those Indigenous communities that Jawun supports.

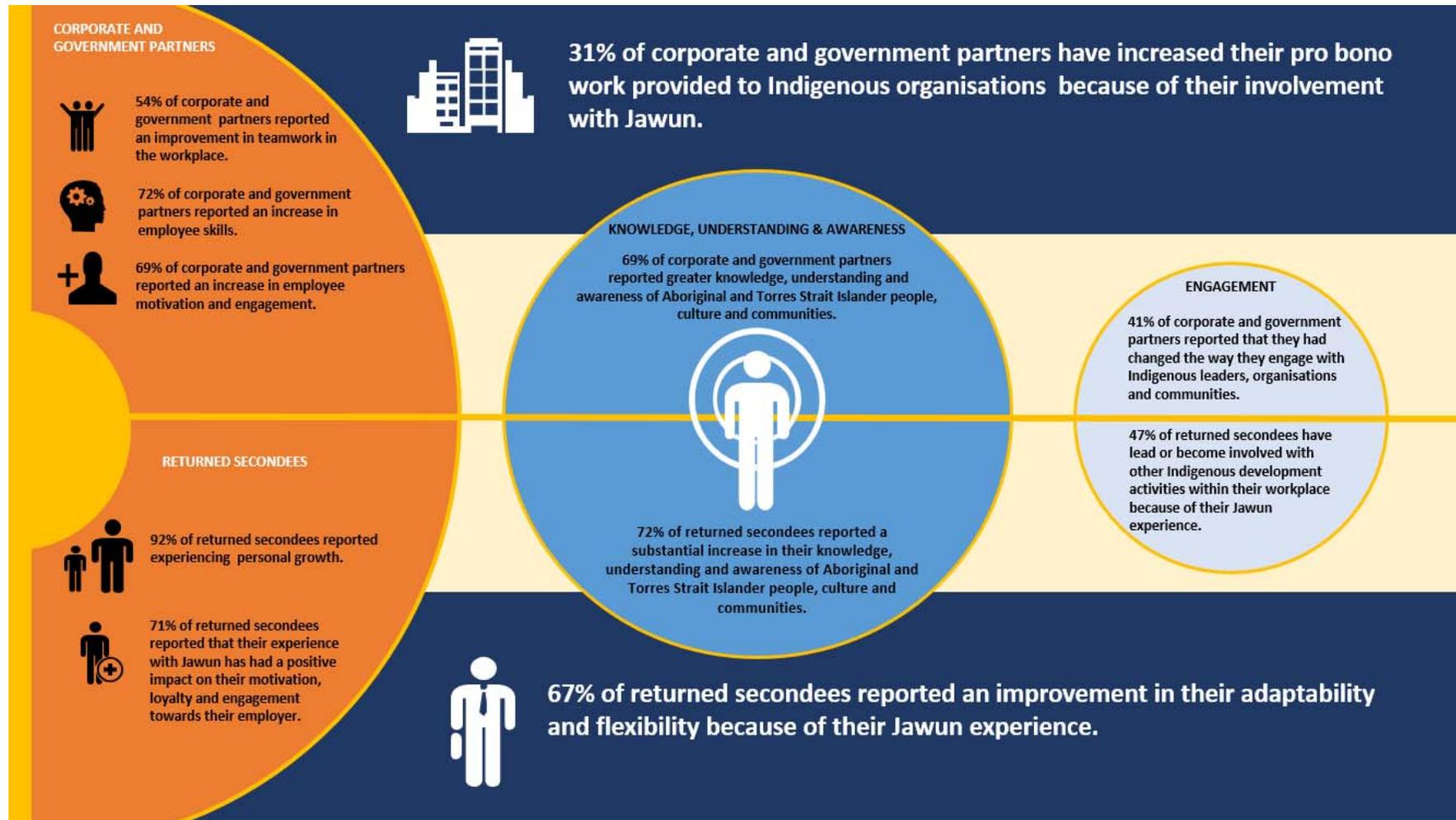
Impact in Indigenous communities

Over the longer term and through its Indigenous partners, Jawun has ultimately had an impact in Indigenous communities across a range of social and economic indicators.

Using the *Overcoming Indigenous Disadvantage* framework, KPMG has mapped quantitative indicators for each of the four Jawun regions under review onto the five Empowered Communities impact domains of 'children in school', 'safe care of children and the vulnerable', 'capable adults participating in work or training', 'freedom from domestic violence, alcohol and drug offences and petty crime', and 'family responsibility for public housing tenancies'.

Data elements were able to be sourced against two of these impact domains, mapping to three Overcoming Indigenous Disadvantage key indicators.

Diagram 2. Highlights of benefits for corporate and government partners and returned secondees as a result of their involvement with Jawun.



Source: KPMG, 2015. Note figures have been quoted from both the Corporate and Government, and Secondee Evaluation Surveys.

These indicators are:

- **Economic participation and educational attainment** (*Capable adults participating in work or training*)
- **Safe and supportive communities** (*Freedom from domestic violence, alcohol and drug offences, and petty crime*).

The available data shows that positive material changes are occurring in the Indigenous regions Jawun supports (Table 2)⁴ with improvements in economic participation and educational outcomes in all communities and

improvements in community safety outcomes in one. In some cases, such as Cape York, there is evidence that this support has been instrumental to the success of Indigenous-led initiatives that are having a considerable impact on the lives of Indigenous children and families across all observed domains.

Further information on the Evaluation Indicator Framework and the available data sourced for this evaluation can be found in Appendix A and in the Companion Data Supplement to this evaluation report respectively.

Table 2: Broad trends in Jawun’s community impact indicators

| Indicator domain | Cape York | Central Coast | East Kimberley | Inner Sydney |
|--|---|---------------|----------------|--------------|
| Economic participation ⁵ | | | | |
| Educational attainment ⁶ | | | | |
| Safe and supportive communities ⁷ | | | | |
| Symbol | Definitions | | | |
| | Improving above rate of non-Indigenous population | | | |
| | Improving in line with non-Indigenous population | | | |
| | Insufficient data | | | |

Source: KPMG, 2015. Data collected from range of sources. Refer to the Companion Data Report on Regional Profiles.

⁴ Note: the Evaluation Indicator Framework (found in Appendix A) is composed of five Empowered Communities impact domains, which were matched with OID domains and indicators. These were: *Children and the vulnerable are cared for and safe; Children attend school every day, on time and school ready; Capable adults participate in work or training; Domestic violence, alcohol and drug offences, and petty crime is not committed; Public housing tenancy obligations are met*. Upon undertaking a process of investigation and retrieval, it was found that data for each of these domains were not available consistently between each of the Jawun regions nor uniform. Many of the measures for indicators are tracked at a state level, and often these are not collected in the same format. Due to limitations in datasets and the limited availability of data, the data items that were able to be obtained were reviewed and synthesised under new thematic headings for the purpose of the evaluation. Broad trends in available data was analysed in relation to the four Jawun regions in-scope of this evaluation.

⁵ Aggregate of various indicators including labour force participation, unemployment, self-employment and the portion of people receiving Newstart. *Note: not all data points were available for each region and trends represented are general in nature.*

⁶ Aggregate of various indicators including year 12 attainment, participation in higher education and proportion of people aged 20-64 years who have attained post school qualifications. *Note: not all data points available for each region and trends represented are general in nature.*

⁷ Aggregate of various indicators including number of homicide victims, number of victims of sexual assaults, assault and robbery, rate per 100,000 persons of reported victims and number of reported offenders. *Note: not all data points available for each region and trends represented are general in nature.*

Recommendations: towards a model of organisational maturity

Several suggestions for improving elements of the Jawun model were made by informants in response to concerns held relating to a possible imbalance between the supply of secondees from corporate partners and the demand from Indigenous organisations. This section seeks to address this issue by recommending the application of an organisational maturity model to better assess an organisation's current capability, subsequent capacity-building requirements and ability to host secondees effectively.

The maturity model can be applied: (a) to improve the allocative efficiency of resourcing (making sure the distribution of secondees is optimised across the network) and (b) to provide crucial structure for matching the supply of secondees with the anticipated demand from Indigenous organisations. Thus, also providing predictive insights for corporate and government partners seeking advance notice of skills and experience requirements and where they may be able to make a more effective long-term commitment.

As with any conceptual model, the model is subject to inherent limitations and therefore stops short of recommending a specific mix of secondees at each stage of host-organisation development.

It is sufficient to recognise that as an organisation progresses along the continuum its project-work requirements and the number of secondees it can effectively manage will vary, potentially with the need for fewer secondees in the 'Founded' and 'Optimised' stages compared to 'Emerging', 'Established' and 'Managed'.

Toward an organisational maturity model

While the support Jawun has provided through secondees is acknowledged to have contributed significantly to an increase in the capacity of Indigenous organisations and

leaders, it was nevertheless suggested that the model of support provided could be further adapted to suit the particular requirements of each organisation according to their stage of development along a continuum of organisational maturity.

In particular, the view expressed within those organisations considered to be 'high capacity', was that the utility of a proportion of the secondee resources made available to them was not currently being maximised, since the organisations were now at a stage whereby much of the work assigned to secondees could be effectively undertaken in-house. Meanwhile, other, often less capable organisations have either struggled to access resources or else lacked the capacity to manage them effectively following a placement.

This finding was consistently observed across the four regions, with several Indigenous leaders and senior managers of Indigenous organisations noting the need for a more strategic and longer-term means of specifying support requirements and allocating resources. Adding weight to this observation, some interviewees indicated that the way the Jawun model is currently calibrated, the benefits largely accrue to a 'middle-tier' of organisations, with both a high demand for the skills in greatest supply and sufficient managerial capability to host secondees productively.

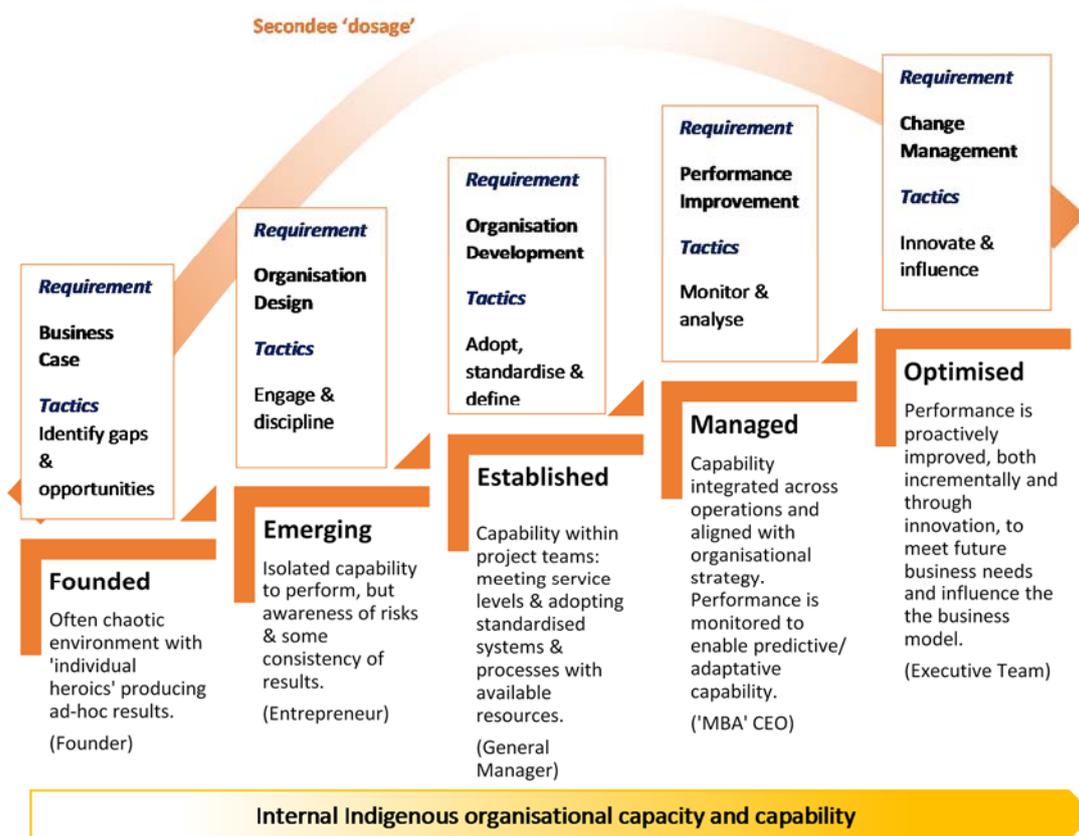
Although inherently demand-driven (based on the expressed needs of Indigenous organisations and leaders) it goes some way towards the design of a framework that enables Jawun to assess the maturity of an organisation and its subsequent capacity-building requirements, as a basis for allocating secondees.

Ideal maturity model defined

As illustrated in Figure 1, there are five assumed levels of organisational capability and capacity defined along the continuum of the model, each corresponding to a particular set of organisational requirements and a 'best fit' arrangement of secondee resourcing, moving from relatively few but high level secondees, through phases were more and less

experienced secondees are of high worth, to a stage in which fewer secondee resources may be required.

Figure 1: An organisational maturity model for Indigenous not-for-profit organisations



Source: Adapted by KPMG from various sources.⁸

⁸ Models which assess the maturity of an organisation to adopt a new process have their origins in software development and business process analysis. Sources adapted here include: the Carnegie Mellon University Capability Maturity Model (CMM) developed by the Software Engineering Institute (SEI); the SPICE (Software Process Improvement and Capability Evaluation) standard ISO/IEC 15504; the Microsoft Readiness Framework Organisational Readiness White Paper, May 2013; and the 'Manage Without then Business Capability Maturity Model' by Matthew De George, March, 2013.

1. Founded

There is an Indigenous Founder with clear goals for a new organisation, however the capabilities needed to create the entity are uncertain. The environment is often chaotic and results are unpredictable, with limited formal accountability within governance structures and no agreed understanding of how this capability contributes to the operating model.

There may be a need at this stage for the preparation of a clear Business Case and support to identify gaps and opportunities within potential governance and operational structures, advancing to assistance with strategic planning to clarify how the capability contributes to the development and delivery of programs or services.

2. Managed

The capability to produce programs and services with consistency exists only in isolated pockets, but an awareness of key business risks has emerged. Although some organisational processes are repeatable and maintained during times of stress, process discipline across the organisation is not rigorous and success depends on key individuals and disciplined management system supports.

At this stage in an organisation's development, there may be a requirement for a dedicated 'entrepreneur' or 'change agent' to stabilise and accelerate its progress. The individual must have the gravitas to drive the commitment and discipline of others in order to advance operational planning and the development of systems and processes across HR, finance and governance - until operationalised as core business processes. The organisation's policies and procedures would be written and its employees would be trained.

3. Established

Capability exists within project teams who have adopted standardised systems and processes to meet service levels. A set of defined and documented business processes are in place to ensure consistency of

performance within these groups and are subject to some degree of improvement over time. Staff training is planned and provided according to roles. The resources necessary to sustain the production of programs and services are largely in place.

At this stage, the need to produce programs and services more efficiently and effectively has driven a requirement for team level capabilities to be integrated and their dependencies managed. Internal customers for each team-level capability now exist, allowing the integration capability itself to be separated from the services and a General Manager function to be created.

4. Managed

Capability is integrated across operations and aligned with organisational strategy. Programs and services are delivered consistently in accordance with agreed metrics and detailed measures of performance are analysed to enable management to more effectively control business processes. 'Process capability' is said to be established and a strong sense of teamwork exists across the organisation.

At this stage in an organisation's development, there is sufficient structure and capacity for operations to be largely self-sustaining. The number of Indigenous employees with management capability is likely to have increased and there is an effective executive team, led by an experienced and highly qualified CEO, who explicitly reference the organisation's process capability during decision-making and strategic planning processes.

5. Optimised

Quantitative process effectiveness and efficiency targets for performance are established according to the business goals of the organisation. A capacity for incremental performance improvement exists based on the capability of management to collect and analyse process data and to act on the results.

The activity of process management can now be said to include deliberate and continuous process improvement, including in response to

future business requirements. All staff are involved in the process and a highly capable executive team is in place.

The capacity of the organisation to identify and act on process improvement requirements is now theoretically in place.

Conclusion

The maturity model outlined provides a useful starting point for Jawun to further consider its approach to the allocation and mix of secondee resources. KPMG recommends it be considered as the basis for providing predictive insights for corporate and government partners seeking to better understand how they can make a long term commitment with optimal effect.



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