KPMG

Jawun Evaluation Report

An Impact Evaluation of Jawun

Executive Summary

March 2022

Executive Summary

Header image source: Daniel Linnet

Evaluation Purpose

This evaluation considers the impacts of Jawun's work with individuals, organisations and communities since its commencement in each region, and examines evidence of the sustainability of these impacts at the time of field-work in 2021.

The purpose of this evaluation is to assess the extent to which Jawun has contributed to:

- Strengthened knowledge, skills and experience amongst Indigenous individuals and leaders;
- An uplift in the capacity of Indigenous Regional Organisations (IROs);
- Community or institutional capacity-building (i.e. support for sustainable leadership and cross-regional and cross-sector collaboration by IROs and their leaders);
- Positive changes in the way government and corporate partners engage and connect with Indigenous leaders and organisations; and
- Positive social and economic outcomes in Indigenous regions, including through contributions to improvements in services delivery.

Where appropriate, comparison is made to findings from KPMG's previous evaluation of Jawun conducted in early 2015, which found that Jawun was making a positive contribution to organisations, communities, corporates and major initiatives, but would benefit from the implementation of an organisational maturity model to guide secondee allocation.

This model has now been implemented and was used to assess organisational maturity in this evaluation. Findings included that many IROs are moving into new phases of organisational maturity, where they would benefit from more rigorous monitoring and evaluation tools to track program outcomes. Accordingly, while the 2015 evaluation recommended that secondees be allocated according to an organisational maturity model, this evaluation recommends secondees be allocated to support the development and embedding of data governance policies.

Jawun

Jawun is a not-for-profit organisation established in Cape York in 2001 to leverage the expertise and resources of corporate and government partners in support of the development of leadership and organisational capacity in Indigenous communities. Jawun delivers programs that support place-based, cross-sectoral and Indigenous-led change, to generate material and sustainable improvements in the lives of Indigenous people.

As of 2021, Jawun operates in 11 Indigenous regions, including:

- Cape York
- Central Coast NSW
- East Kimberley
- Far West Coast SA
- Goulburn Murray
- Inner Sydney
- Lower River Murray, Lakes and Coorong
- Central Australia
- North East Arnhem Land
- South West Australia
- West Kimberley.

Capacity Building Strategies

Jawun's work in Indigenous communities is based on a 'capacity building' model to support development of people, organisations and communities. Ensuring that capacity building is delivered in a way that enables self-determination—where local communities are involved in all stages of community development, including needs assessment, project scoping, execution, monitoring and evaluation—enables the impact of any community development intervention to be optimised and sustained. Jawun's model relies on three core strategies to deliver capacity building in a way that is sympathetic to the principles of self-determination.
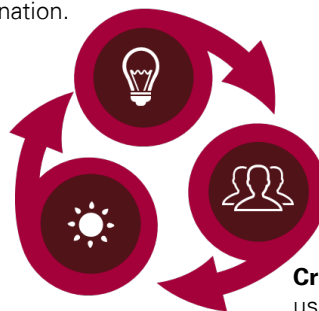
Indigenous-led initiatives: Jawun recognises that capacity building efforts can only enhance an organisation's existing aspirations and efforts.

Cross-sector collaboration: Jawun uses a collaborative cross-sector approach because it acknowledges that social problems are generally complex and multifaceted, and that a diverse range of experience and expertise will help to deliver more effective outcomes and solutions.

Place-based approaches: Jawun sees a place-based approach giving rise to more responsive capacity building in key areas of local need.

Theory of Change

Jawun empowers Indigenous communities to achieve their own development goals, including increasing the capacity of Indigenous leaders, organisations and communities. To do this Jawun works with corporate, philanthropic and government partners to deploy their capabilities and provide services, in support of Indigenous-led initiatives. Ultimately, this translates to lasting and measurable improvements in the lives of Indigenous people in those communities.

Jawun also enables connections between non-Indigenous and Indigenous people, improves two-way understanding, and fosters greater practical insight and recognition of Indigenous affairs. As the number of these meaningful connections grows over time, this will strengthen the conditions for Indigenous empowerment.

Jawun **facilitates capacity-building** through two main activities:

- **Building the capacity of Indigenous organisations** through the secondment of skilled professionals from major Australian companies and government departments; and

- **Building the capacity of Indigenous leaders and individuals** by providing support for professional development, opportunities for cross-regional and cross-sector collaboration and other support for established and emerging Indigenous leaders.

Jawun delivers several programs to execute its capacity-building strategies, including:

Jawun uses **secondments** to deploy skilled personnel into IROs in its regions. Secondees undertake a range of projects and initiatives focused on leadership and organisational development, corporate governance and project innovation.
In 2020, Jawun launched the virtual secondment program, in which secondees deliver against a project brief under a more flexible model of working, supported virtually by an RD and a Jawun alumni mentor.
Senior Executive Visits are designed using an experiential approach to provide corporate and government partners with the opportunity to participate in a two-way dialogue with the Indigenous communities in which secondees from their organisation are working.

The **Emerging Leaders Program** supports emerging Indigenous leaders to showcase and present examples of successful and innovative development initiatives to their peers and established leaders.
The **Indigenous Corporate Leadership Program** consists of a formal, long-term opportunity for established leaders to work within a corporate or government partner organisation.
Stories of Female Leadership is a network facilitated by Jawun for connecting Indigenous and non-Indigenous female leaders to facilitate two-way exchanges.
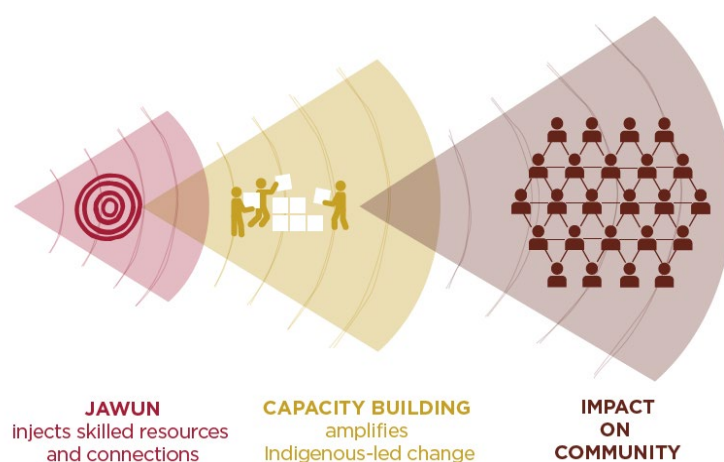

JAWUN
injects skilled resources and connections

CAPACITY BUILDING
amplifies Indigenous-led change

IMPACT ON COMMUNITY

Figure 1: Jawun's Theory of Change

As corporate and government partners engage with Jawun over the long term, this creates the potential to improve the way in which these organisations themselves engage and connect with Indigenous people, organisations and communities.

Jawun aims to create a **'ripple effect'** beyond individual secondees, as they return from their secondments and communicate their learnings to their friends, family and broader professional networks, as well as through maintaining relationships formed and the merging of networks.

As such, Jawun aims to further **practical reconciliation** within the communities in which it works, facilitating relationships and thereby creating mutual understanding and respect between Indigenous and non-Indigenous people.

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Program Logic

Central to Jawun's model is the idea that capacity building of individuals, leaders and organisations – through the promotion of cross-sector and cross-regional collaboration – drives institutional capacity building within communities. The logic model set out on the following page demonstrates schematically how, with Jawun's support, high capacity Indigenous leaders and organisations can collaborate (and use the resources of Jawun's corporate and government partners) to improve their programs and services for the benefit of Indigenous people.

Short-to-medium term objectives

Capacity building of Indigenous individuals and leaders

Jawun aims to build the capacity of Indigenous leaders and individuals by providing support for professional development, opportunities for cross-regional and cross-sector collaboration and other support for established and emerging Indigenous leaders.

Building the organisational capacity of IROs

Jawun aims to build the capacity of Indigenous organisations through the secondment of skilled professionals from major Australian companies and government departments. Jawun recognises that the human capital residing in the public and corporate sectors represents a significant resource to be tapped into by community organisations.

Connection building

Through its programs, Jawun aims to positively change the way government and corporate partners establish and build connection with Indigenous leaders and organisations. It aims to create friendships and professional networks lasting beyond programs, to enhance reciprocal understanding between corporate, government and Indigenous Australia, which can then be drawn upon for professional opportunities, partnerships and Indigenous-led policy development. Corporate and government partners can also realise benefits through knowledge and skills transfer back into their own organisations.

Long-term objectives

Community or institutional capacity-building

Jawun recognises that the institutions that make decisions in an environment of Indigenous self-determination need to operate effectively, requiring institutional stability and skilled administration. Jawun attempts to strengthen processes of organisational development by partnering with Indigenous organisations to improve the effectiveness of community projects and programs. It works to strengthen institutional capacity by fostering networking and collaboration between IROs and with partners in corporates and government.

Positive government and corporate engagement in Indigenous affairs

While not central to Jawun's core model, a consequential impact of corporate and government partners engaging with Jawun over the long term is the potential to improve the way in which they engage and connect with Indigenous people, organisations and communities. Such exchanges may be two-way, involving the transfer of human, social and financial capital into Indigenous communities, leading to strengthened conditions for Indigenous empowerment.

Improvements in the lives of Indigenous people

Jawun's long-term goal is to use its unique cross-sector partnerships to build the capacity of Indigenous communities, to ultimately improve the lives of Indigenous people and empower them to meet their personal and community goals. Lasting, material and measurable improvements in the lives of Indigenous people and a contribution towards practical reconciliation in Jawun communities are the intended impact of skilled resource injection, connection-building, capacity-building and Indigenous-led change. Accordingly, Jawun relies on its IRO partners to measure their work towards improving lives in the Indigenous communities in which they work, in order for Jawun to understand its long-term impact.

The intended long-term impact for Jawun is positive material change in the lives of Indigenous people. This may manifest as progress towards the following goals in Indigenous regions:

- Safe communities with rights and values respected
- Care for the vulnerable, including children
- Youth development, including mental health, justice and education
- Economic development, including participation in work or training
- Participation in education and learning
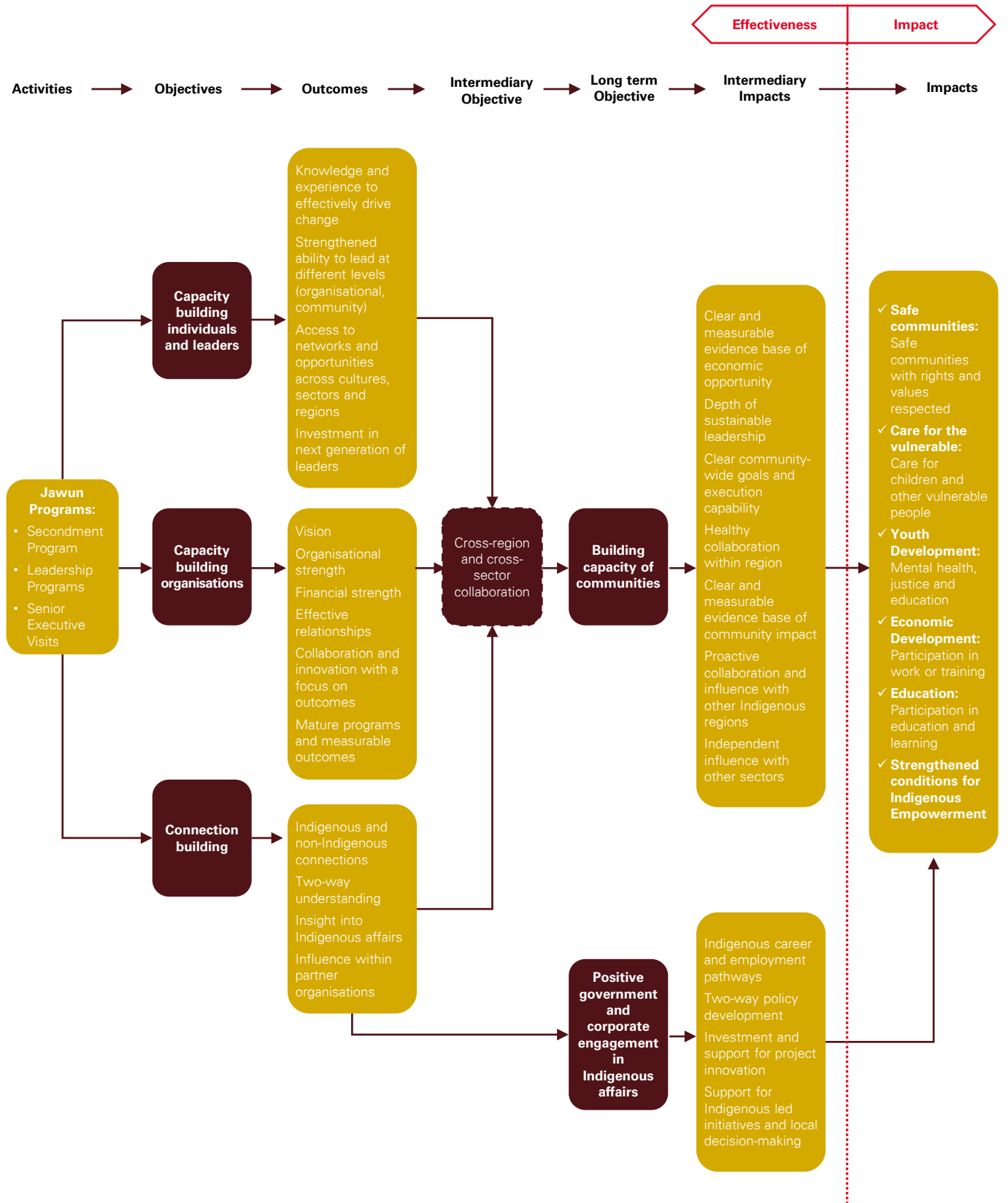- Strengthened conditions for Indigenous Empowerment.

Empowered Communities

Jawun also works with Empowered Communities (EC) to contribute to shared goals for Indigenous Australia.

EC first began in June 2013 when a group of 25 Indigenous leaders from eight regions met and identified a joint commitment towards responsibility-based Indigenous reform, facilitated by greater collaboration within and between regions, and with government and the corporate sector. This group publicly committed to the development and execution of Indigenous-led regional reform agendas through the Empowered Communities Compact in August 2013. Since then, EC has continued to implement its reform agendas in 10 regions around Australia. EC and Jawun largely mirror each other in the regions they support and in the guiding principles they hold, supporting Indigenous-led, place-based development with measurable outcomes according to the EC norms. For more information, please see the Empower Communities Design Report here.

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Figure 2: Jawun's Program Logic

Figure 2: Jawun's Program Logic

Activities → Objectives → Outcomes → Intermediary Objective → Long term Objective → Intermediary Impacts → Impacts

Effectiveness | Impact

Jawun Programs:
- Secondment Program
- Leadership Programs
- Senior Executive Visits

Capacity building individuals and leaders
- Knowledge and experience to effectively drive change
- Strengthened ability to lead at different levels (organisational, community)
- Access to networks and opportunities across cultures, sectors and regions
- Investment in next generation of leaders

Capacity building organisations
- Vision
- Organisational strength
- Financial strength
- Effective relationships
- Collaboration and innovation with a focus on outcomes
- Mature programs and measurable outcomes

Connection building
- Indigenous and non-Indigenous connections
- Two-way understanding
- Insight into Indigenous affairs
- Influence within partner organisations

Cross-region and cross-sector collaboration

Building capacity of communities
- Clear and measurable evidence base of economic opportunity
- Depth of sustainable leadership
- Clear community-wide goals and execution capability
- Healthy collaboration within region
- Clear and measurable evidence base of community impact
- Proactive collaboration and influence with other Indigenous regions
- Independent influence with other sectors

Positive government and corporate engagement in Indigenous affairs
- Indigenous career and employment pathways
- Two-way policy development
- Investment and support for project innovation
- Support for Indigenous led initiatives and local decision-making

Impacts:
- ✓ **Safe communities:** Safe communities with rights and values respected
- ✓ **Care for the vulnerable:** Care for children and other vulnerable people
- ✓ **Youth Development:** Mental health, justice and education
- ✓ **Economic Development:** Participation in work or training
- ✓ **Education:** Participation in education and learning
- ✓ **Strengthened conditions for Indigenous Empowerment**

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Evaluation Methods

KPMG's evaluation sought to collect and analyse evidence of short term outcomes, intermediary impacts and long-term impacts across 5 Jawun regions, in order to assess both the validity of Jawun's program logic and the effectiveness of Jawun's theory of change.

It used a range of methods to collect both qualitative and quantitative data to drive its analysis, including:

- A digital survey of secondees and corporate and government partners, in combination with corporate and government partner interviews, to assess Jawun's influence on their engagement with Indigenous leaders and organisations;
- A face-to-face survey of IRO management, in conjunction with IRO management interviews, to assess leadership, organisational capacity and program-level changes attributable to Jawun; and
- Face-to-face interviews with Indigenous leaders and the beneficiaries of selected IRO programs, in conjunction with a review of existing program level monitoring and evaluation data and reporting, as a component of KPMG's assessment of Jawun's contribution to community-level impacts.

Key Evaluation Questions

This data collection was used to answer the following evaluation questions:

Building Capacity of Indigenous Individuals and Leaders

1. To what extent has Jawun strengthened the knowledge, skills and experience of individuals and leaders to:
- Effectively drive change in their organisations and communities;
- Access networks and opportunities across sectors and regions; and
- Invest in the development of emerging leadership within their regions?

Building Capacity of IROs

2. To what extent has Jawun built the capacity of IROs in terms of their:
- Organisational development (effective structures, people and processes); and
- Program delivery (the provision of high-quality and effective services)?

Community Capacity-building

3. To what extent has Jawun contributed to building the capacity of Indigenous regions in support of:
- Sustainable community leadership;
- Cross-regional and cross-sector collaboration;
- Cross-regional advocacy and influence; and
- The development of measurable, community-wide goals?

Government and Corporate Engagement in Indigenous Affairs

4 and 5. To what extent has Jawun influenced:
- The impact made by government and corporate partners in support of Indigenous-led goals; and
- Changes in the way government and corporate partners establish and build connections with Indigenous leaders and organisations?

Improvements in the Lives of Indigenous People

6. To what extent has capacity-building for Indigenous leaders, organisations and communities led to positive material change in the lives of Indigenous people, including through program outcomes for supported organisations?

To answer these questions, KPMG assessed evidence of progress towards short-term outcomes, intermediary impacts and long-term impacts, according to the corresponding indicators outlined in the program logic. It then assessed any evidence of Jawun's contribution to their attainment, including how well Jawun programs had been implemented, to evaluate Jawun's impact.

Evaluation findings against each question are summarised in rubrics, which apply a traffic light system rating both Jawun's implementation of relevant programs and the strength of outcomes seen against corresponding indicators, according to the follow criteria:

Figure 3: Jawun implementation

🔴 red	Jawun's contribution was regarded by the majority of stakeholders to have been poorly implemented
🟡 orange	Jawun's contribution was generally well implemented with some variation in views from stakeholders
🟢 green	Jawun's contribution was well implemented and received consistent positive feedback from stakeholders

Figure 4: Outcome achievement

🔴 red	Little or no evidence of improvement on intended outcome
🟡 orange	Some evidence of improvement on intended outcome, but limited data; or evidence of mixed success
🟢 green	Strong evidence of improvement on intended outcome, from multiple sources of data

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Selection of Regions

While surveys were distributed to partners and IROs across all 11 Jawun regions, KPMG selected 5 case study regions in which to conduct interviews with Indigenous leaders and IRO staff and from which to draw the case studies contained in Chapter 7, which aim to answer the final evaluation question around Jawun's long term impact.

The regions were selected following a prioritisation process undertaken by KPMG to identify a purposive mix of locations based on geography, Empowered Communities (EC) norm, and the level of Jawun's existing investment. EC norms represent community goals across various development domains, including education, health and housing. They were allocated to regions through assessing the extent to which the norms were represented by the programs and priorities of the region. The figure below maps the relevant norms to the case study regions.

Case Studies

The five case studies have been used to evaluate Jawun's long-term impact on the lives of Indigenous people. Each case study covers one region and one attributed EC norm, assessing both Jawun's contribution to individuals, organisations and communities in the region, and any evidence of outcomes derived from Jawun-assisted programs.

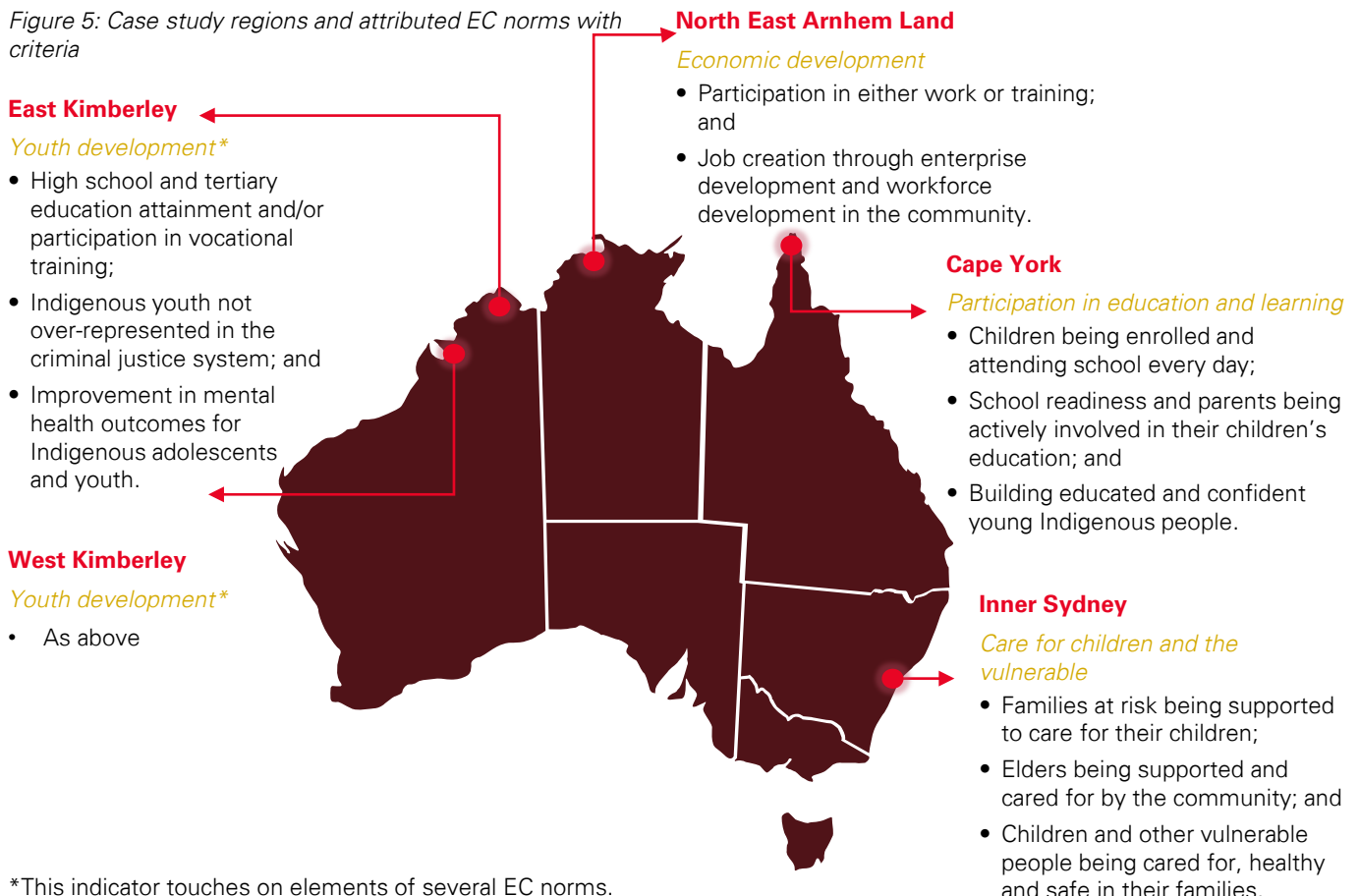They draw on mixed methods data from:

- Interviews with IRO management;
- Interviews with community leaders;
- Interviews with the participants of IRO programs as they relate to the priority EC norm in that region; and
- Available IRO program data related to the EC norm.

The purpose of these case studies is to explore the relationship between Jawun's capacity-building activities and positive material outcomes in the community for a particular development theme. The approach is intended to elicit a richer set of data, as well as trace a tighter logical link between community outcomes and Jawun's activities, than would be possible by simply looking at the general uplift in socio-economic outcomes within a region where Jawun works.

Impact of COVID-19

The COVID-19 pandemic significantly impacted the methodology of this evaluation. Importantly, border closures and travel restrictions extended the timeframe for the field work such that it was carried out in 2021 and not 2020. Similarly, survey responses were impacted due to a reduction in attendance of IRO Management staff at office locations.

Figure 5: Case study regions and attributed EC norms with criteria

East Kimberley

Youth development*

- High school and tertiary education attainment and/or participation in vocational training;
- Indigenous youth not over-represented in the criminal justice system; and
- Improvement in mental health outcomes for Indigenous adolescents and youth.

West Kimberley

Youth development*

- As above

North East Arnhem Land

Economic development

- Participation in either work or training; and
- Job creation through enterprise development and workforce development in the community.

Cape York

Participation in education and learning

- Children being enrolled and attending school every day;
- School readiness and parents being actively involved in their children's education; and
- Building educated and confident young Indigenous people.

Inner Sydney

Care for children and the vulnerable

- Families at risk being supported to care for their children;
- Elders being supported and cared for by the community; and
- Children and other vulnerable people being cared for, healthy and safe in their families.

*This indicator touches on elements of several EC norms.

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Capacity Building of Indigenous Individuals and Leaders

Key Evaluation Question:

1. To what extent has Jawun strengthened the knowledge and experience of individuals and leaders to:

- *Effectively drive change in their organisation and communities;*
- *Access networks and opportunities across sectors and regions; and*
- *Invest in the development of emerging leadership within their regions?*

" *I now have the confidence to put my hand up to sit on panels, have speaking roles at seminars, and take up leadership positions no matter how big or small.*"

Tonii Skeen, SoFL and ICL participant

Summary of Findings

Through its leadership programs and indirectly through secondments, Jawun aims to equip up and coming Indigenous leaders with the tools, skills and networks to effectively drive change in their region and in collaboration with other regions, continue the longstanding work of IROs and influence thought leadership across sectors. Fieldwork revealed that Jawun's individual capacity-building efforts deliver real and lasting impact for Indigenous leaders. Jawun's contribution to improving the knowledge and experience of individuals and leaders against each of the indicators below was well implemented across regions and received consistent positive feedback from stakeholders. Moreover, there was strong evidence on improvement against each of the below outcomes from multiple sources of data.

Indicator domain	Imple-mentation	Outcome	Reasoning
1a. Knowledge and experience to effectively drive change	🟢 green	🟢 green	Many individuals across the regions have had exposure to Jawun's leadership programs. Individuals interviewed have spoken about the confidence this exposure has instilled in them to develop and lead programs both within their organisations and in their communities.
1b. Strengthened ability to lead at different levels (organisational and community)	🟢 green	🟢 green	Individual leaders as well as IRO Management staff expressed that participation in Jawun leadership programs, whether it be themselves or someone who they have observed, has led to professional development and improvements in the leadership technical skills required to lead at both an organisational and community level. Not only was this opinion expressed but it is evidenced by the alumni now leading at a community level.
1c. Access to networks and opportunities across cultures, sectors and regions	🟢 green	🟢 green	There is clear evidence that Jawun's secondments and leadership programs provide individuals with access to Indigenous and non-Indigenous networks which they can lean on for mentoring and advice to help them develop professionally. Individuals often spoke of the isolation they can feel living in remote locations and how much they value the presence of Jawun secondees in the office as well as the ongoing connections built once they return home. Alumni spoke about both intra- and inter-regional networks and the ability to leverage these networks in their professional and leadership roles.
1d. Investment in the next generation of leaders	🟢 green	🟢 green	Implementation is strong across all regions with succession planning through involvement in Jawun's leadership programs made a clear priority. Strength of outcomes is demonstrated across all regions with a large cohort of up and coming leaders developing programs, leveraging networks, and agitating for change.

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Capacity Building of Indigenous Regional Organisations

Key Evaluation Question:

2. To what extent has Jawun built the capacity of IROs in terms of their:

- *Organisational development (effective structures, people and processes); and*
- *Program delivery (the provision of high-quality and effective services)?*

" *All those secondee projects that helped us with Nirrumbuk's systems and processes, including marketing, financial capacity and organisational reviews, laid the important groundwork for a well-functioning machine that has the ability to support programs. It's all about building those systems and processes that enable Nirrumbuk to take the next steps."*

Nirrumbuk Management

Summary of Findings

Through secondments, executive visits and leadership programs, Jawun aims to support IROs to deliver programs, undertake strategic planning and ultimately increase their organisational maturity and financial sustainability, to deliver stronger program outcomes for their community.

There is strong evidence that Jawun has improved organisational capacity, helping IROs to build clear visions and organisational strength. However, in the areas of governance, collaboration and mature program design, tangible outcomes as a result of Jawun's work are more disparate, and in some respects outside of Jawun's control. Indeed, there is recognition by community leaders and IRO management of the challenges faced in the achievement of material progress in Indigenous affairs over the past 15 years. To address governance constraints, there is a need to closely monitor if IROs have mature enough governance structures to be allocated secondees. Moreover, Jawun may consider encouraging IROs to develop greater capacity and transparency in their impact reporting to assist stakeholders in working collaboratively towards material improvements for communities.

Indicator domain	Imple-mentation	Outcome	Reasoning
2a. Clear vision: Defined as having an identifiable vision statement explaining the organisation's purpose or linking to its goals, which is referenced and endorsed by people within the organisation.	🟢 green	🟢 green	Findings indicate that Jawun's contributions to improving the capacity of IROs in terms of clear organisational vision and organisational strength were well implemented and received consistent positive feedback from stakeholders. There was consistent uplift reported across these domains, and the majority of those surveyed stated that Jawun had materially contributed to these uplifts. There was strong evidence of improvement in these outcomes collected from multiple sources of data, across the IRO survey and regional fieldwork.
2b. Organisational strength: Defined as having effective succession and operational plans, capable staff with diverse skills, defined staff roles, good use of technology and data management, ability to recruit, develop and retain staff and defined policies guiding decision making.	🟢 green	🟢 green	
2c. Effective governance	🟢 green	🟡 orange	Jawun's contribution was reported to be well implemented with consistent positive stakeholder feedback across the remaining indicator domains. However, there was mixed evidence on outcomes achieved across the domains of effective governance, financial strength, effective relationships and collaboration. To an extent, these can be attributed to systemic governance and funding issues, and regional cultural differences, outside of Jawun's remit.
2d. Financial strength	🟢 green	🟡 orange	
2e. Effective relationships	🟢 green	🟡 orange	
2f. Collaboration and innovation with a focus on outcomes	🟢 green	🟡 orange	
2g. Mature programs and measurable outcomes	🟢 green	🟡 orange	IROs reported a significant improvement in the domain of mature program development with measurable outcomes since their involvement with Jawun. However, publicly available data linking IRO programs to measurable outcomes was limited.

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Community Capacity-Building

Key Evaluation Question:

3. To what extent has Jawun contributed to building the capacity of Indigenous regions in support of:

- ***Sustainable community leadership;***
- ***Cross-regional and cross-sector collaboration;***
- ***Cross-regional advocacy and influence; and***
- ***The development of measurable, community-wide goals?***

> *Being part of the Jawun network allows us to capture data to tell the real story of our work – that's how we empower ourselves and create impact driven from the community…at the highest-level it's for the kids - rates of incarceration have plummeted, kids are finishing year 12, there are safer families, safer environments….we've taken responsibility back as a community."*

Tribal Warrior CEO

Summary of Findings

Jawun aims to foster collaboration and the development of aligned community agendas across IROs through its programs, RDs and partnership with EC, in order to promote coordinated and concrete Indigenous-led change in Jawun regions.

There was strong evidence that Jawun has supported IROs to drive regional economic growth, exert cross-sectoral influence and develop a leadership base to advance reform efforts. Jawun networks have facilitated intra- and inter-regional collaboration, particularly in the context of EC. However, fieldwork indicated that there has been little progress in IRO development of clear community goals or a clear evidence base of community impact, despite Jawun programs being well implemented. Challenges persist with competition between IROs and the existence of disparate regional agendas. Where alignment exists, it is usually due to EC, membership of which is optional and therefore does not cover the breadth of organisations in a region. Community capacity building has been frustrated by these factors, precluding material outcomes.

Indicator domain	Imple-mentation	Outcome	Reasoning
3a. Clear and measurable evidence base of economic opportunity	green	green	Jawun's contributions towards building a clear and measurable evidence base of economic opportunity were well implemented with consistent positive feedback from stakeholders. Fieldwork also revealed that IROs were creating economic opportunity in the region.
3b. Depth of sustainable leadership	green	green	Jawun's contributions to building a depth of sustainable leadership within regions through leadership programs were consistently reported to be well implemented, resulting in strong evidence of improvement against this outcome.
3c. Clear community-wide goals and execution	green	orange	Jawun's contributions towards assisting IROs to develop and execute clear community-wide goals were well implemented and received consistent positive feedback, however improvement against this outcome was mixed across regions and reported to be frustrated by factors outside Jawun's control.
3d. Healthy collaboration within region	green	orange	Jawun's contributions towards fostering collaboration were well implemented with consistent positive feedback from stakeholders. However, fieldwork revealed that achievement of intended outcomes against these indicators were mixed, with competition between organisations for funding and staff and cultural differences within regions frustrating progress.
3e. Clear and measurable evidence base of community impact	green	red	Jawun's contributions towards developing a clear and measurable evidence base of community impact for IRO programs were well implemented and viewed positively by stakeholders. However, evidence indicated that there had been little improvement against this domain in terms of outcomes, with limited data evaluating community impact.
3f. Proactive collaboration and influence with other Indigenous regions	green	orange	Jawun's contributions towards fostering collaboration were well implemented with consistent positive feedback from stakeholders. However, fieldwork revealed that achievement of intended outcomes against these indicators were mixed, with little collaboration occurring outside of EC.
3g. Independent influence with other sectors	green	green	There was strong evidence that Jawun has assisted IROs to exert independent influence on other sectors, through facilitated connection building with government and corporates, and that this assistance was well implemented.

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Government and Corporate Engagement in Indigenous Affairs

Key Evaluation Questions:

4 and 5. To what extent has Jawun influenced:

- **The impact made by government and corporate partners in support of Indigenous-led goals; and**
- **Changes in the way government and corporate partners establish and build connections with Indigenous leaders and organisations?**

> *There is undeniable value added when an individual is seconded to a particular location and then comes back to the business a much broader individual. People change from the experience."*
>
> **Jawun Corporate Partner**

Summary of Findings

One of Jawun's key objectives is to build connections across sectors, the tangible outcomes of which include building networks, trust and understanding between Indigenous and non-Indigenous Australians, with reciprocal benefits for Indigenous and non-Indigenous partner organisations. Linking with this, the intended intermediary impact is that Jawun improves the way in which its partners interact and engage with Indigenous people, organisations and communities by supporting Indigenous-led initiatives, policymaking and employment outcomes.

Findings indicate that Jawun programs have resulted in positive connection building between Indigenous and partner organisations. Moreover, findings indicate that this has resulted in positive intermediary outcomes such as two-way policy development between IROs and partners, and improved support for Indigenous decision-making and initiatives, often due to the 'ripple effect' that occurs when secondees and executives return to the organisation. However, fieldwork revealed that Jawun could do more in partnership with partner organisations to strengthen the ripple effect.

Indicator domain	Imple-mentation	Outcome	Reasoning
4a. Indigenous and non-Indigenous connections	green	green	Jawun programs allow corporate and government partners and secondees to create lasting connections with IROs, with more than half of partners surveyed stating they had developed positive working relationships with Indigenous organisations as a result of Jawun.
4b. Two-way understanding	green	green	Partners and secondees expressed that Jawun programs resulted in two-way understanding and skills transfer between Indigenous and non-Indigenous Australians. IRO employees gained technical skills and corporate thinking, whilst secondees received cultural learnings and a greater understanding and appreciation for Indigenous culture and challenges. However, Jawun programs appear to have the biggest impact on corporates and government at the individual level, with broader impact reliant on participants sharing their experiences meaningfully within their organisation once they return. Those who do share their experiences often become advocates for Indigenous issues post-secondment, creating a 'ripple effect' within their home organisations. Findings indicate the power of experiences diminishes over time as participants return to their normal life, so learnings should be shared shortly after secondment.
4c. Insight into and advocating for Indigenous affairs	orange	orange	
4d. Influence within government and corporate partner organisations	green	orange	
5a. Indigenous career and employment pathways	green	green	Partners interviewed expressed that the connections formed and insights gained through participation in Jawun had led to further pro-bono or volunteer work for IROs and, in the long-term, increased focus on Indigenous employment outcomes, increased investment in Indigenous initiatives, partnership opportunities, procurement of Indigenous services and greater privileging of Indigenous voices in policy development. However, there were some views that more could be done to foster better tangible relationships with corporates, that last beyond individuals leaving the company, translating into more concrete changes in internal policies.
5b. Two-way policy development	green	green	
5c. Investment and support for project innovation	green	green	
5d. Support for Indigenous led initiatives and local-decision making	green	green	

Improvements in the Lives of Indigenous People

Key Evaluation Question:

6. To what extent has capacity-building for Indigenous leaders, organisations and communities led to positive material change in the lives of Indigenous people, including through program outcomes for supported organisations?

East Kimberley — Youth Development

Case Study: Kununurra Waringarri Aboriginal Corporation

Kununurra Waringarri Aboriginal Corporation (KWAC) works with other Indigenous organisations in Kununurra to promote social change, with an emphasis on getting children off the streets, the prevention of domestic violence and suicide, and on addressing chronic homelessness.

Jawun secondees were instrumental in developing and carrying out the Youth Partnership Model, which connects local organisations around an aligned agenda of reducing the prevalence of street present children. A Jawun secondee also drafted the MoU outlining the intentions of the KWAC and the Shire of Wyndham-East Kimberley (SWEK) in the delivery of the Youth Model. Stakeholders interviewed expressed that Jawun secondees had been key enablers of this program of work in the region.

Summary of Findings

Fieldwork in the East Kimberley region indicates that Jawun's contribution to youth programming has been generally well implemented. As described by stakeholders at KWAC, secondees undertook significant background work for the development of the Empowering Youth program. Whilst some stakeholders commented that this work has been well implemented and felt it was leading to improved collaboration in the region, other stakeholders commented that youth programming outcomes were limited due to tensions between organisations and a lack of effective collaboration. Programs have also not been rigorously evaluated for feasibility or impact.

Regional outcomes as reported in grey and academic literature indicate that progress for youth has been limited. Where increases in education and economic participation have been observed, this is still well below Closing the Gap targets and rates for non-Indigenous youth.

Jawun implementation	green
Outcome achieved	orange

West Kimberley — Youth Development

Case Study 1: Nirrumbuk Aboriginal Corporation

Nirrumbuk Aboriginal Corporation's (NAC) primary objectives are to build the capacity of the Aboriginal community and individuals of the region. Approximately 57 Jawun secondments have been hosted by NAC from 2016-2020; these secondments have aimed to develop and improve the programs and services delivered to Aboriginal youth. Aligning with the region's WKFEC reform agenda, NAC has focused Jawun secondee projects on the EC First Priorities 'young people' as well as priorities for empowerment, including labour force participation in work or training.

Case Study 2: Jawun's leadership programs

A number of key individuals in the West Kimberley region have participated in Jawun's EL program, the SoFL network and the ICL program and have then gone on to lead programs and groups dedicated to improving outcomes for youth in the West Kimberley region. A number of young people exposed to these leadership programs through Jawun acknowledge the significant contribution it has played in their current leadership capacity.

Summary of Findings

Fieldwork in the West Kimberley region indicates that Jawun's contribution to youth programming has been generally well implemented. As described by stakeholders at Nirrumbuk, the work produced by the secondees has had important flow-on effects to employment programming. Moreover, focus groups revealed the positive impacts Nirrumbuk's Youth Programs are having on the lives of participants. Further, Jawun's leadership programs are enabling a cohort of young people to design place-based solutions to the issues they are facing. However, consistent implementation across all organisations in the region has been challenging due to tensions between organisations and has limited Jawun's coverage, and therefore success, in implementation.

Youth programming outcomes achieved are limited to those case studies described. While there is some evidence of improvement on this outcome, such as employment outcomes at Nirrumbuk, data constraints and inherent limitations of household surveys for this population limit the ability to detect any regional changes.

Jawun implementation	orange
Outcome achieved	orange

Executive Summary

Improvement in the Lives of Indigenous People

North East Arnhem Land — Economic Development

Case Study 1: Gumatj Corporation

Gumatj Corporation is an Aboriginal Corporation based in North East Arnhem Land that aims to improve the employment and economic outcomes for Yolngu people living in the region through a range of business, economic development, community, and education initiatives. Approximately 54 secondees have been hosted by Gumatj; one Jawun secondee who spent time at Gumatj contributed significantly in establishing the Gulkula Regional Training Centre program. Over its four years of operation, the training centre has demonstrated its success in developing the workplace skills of Yolngu people as well as helping them to find secure and long-term employment.

Case Study 2: Increased collaboration between organisations

Consultations highlighted the role that Jawun has played in providing a link between organisations within the North East Arnhem Land region, as well as between North East Arnhem Land and other regions. This has led to the development of economic partnerships.

Summary of Findings

Fieldwork in the North East Arnhem Land region as well as evaluations completed by Gumatj indicate that Jawun's contribution to economic participation has been well implemented with consistent positive feedback through consultations. The flow-on effect is that Jawun secondees' work has led to the development of employment programs, as well as new economic opportunities leading to local employment, which has created sustainable employment for Aboriginal people living in North East Arnhem Land.

Whilst the outcomes of these programs and business endeavours have led to direct employment, regional outcomes around economic participation have remained relatively unchanged. According to the Census, the percentage of the population engaged in education or employment has not improved across 2011 to 2016. Household surveys are known to be limited for remote areas, and this limited data restricts the ability to draw conclusions about changes in economic participation for this population

> *There is an urgent need to build the capacity of Gumatj to ensure we are self-sufficient once royalties cease. We have been using Jawun secondees to help with this vision and building the capacity of Gumatj to achieve our goal of being self-sufficient."*

Jawun implementation	🟢 green
Outcome achieved	🟡 orange

Inner Sydney — Care for Children and the Vulnerable

Case Study 1: Tribal Warrior Clean Slate Without Prejudice Program

The Clean State Without Prejudice (CSWP) Program is a before and after school youth boxing program in Redfern that runs in partnership with the Tribal Warrior mentoring program. It aims to improve outcomes for Indigenous youth in the Redfern area. Local Redfern Police have attributed the CSWP program as a major contributor to reduced juvenile criminal activity in the area. CSWP mentors expressed how Jawun secondees had assisted them in developing leaders proactively and had been key to forming better connections between Redfern community organisations, which was essential to providing wrap-around services for youth. Jawun had more broadly assisted Tribal Warrior to become more financially sustainable and track program outcomes, assisting them to continue delivering youth programs.

Case Study 2: La Perouse Youth Haven

La Perouse Youth Haven is a community organisation that provides youth activities and programs. Youth Haven has charted measurable improvements in youth outcomes within the La Perouse community as a result of its programs. Jawun secondees have filled resourcing gaps for Youth Haven, allowing them to deliver projects and do strategic planning that would not have been completed otherwise. Jawun secondees also transferred skills to the organisation and empowered them to take on projects and systems delivered as their own.

Summary of Findings

Fieldwork consistently indicates that Jawun's contributions to Inner Sydney IROs have been well implemented and positively received, assisting them to delivering on program and regional outcomes. They reported that secondees freed up IRO staff to plan and deliver programs through completing tasks, and that and secondees taught IRO staff to measure and communicate their social impact to improve services and secure funding. However, there was limited program and regional data available to indicate that Jawun's work was indirectly translating into improved regional outcomes against the EC norm. While findings indicate that Jawun is assisting the IROs to improve the lives of Indigenous people through their capacity-building programs on a person-by-person basis, as well as on a regional basis through furthering ISEC's objectives, evidence of macro improvements in development outcomes for Indigenous people within the region are limited.

Jawun implementation	🟢 green
Outcome achieved	🟡 orange

Improvement in the Lives of Indigenous People

Cape York

Participation in education and training

Case Study 1: Hope Vale School

Hope Vale School is one of the Cape York Aboriginal Australian Academy's (CYAAA) schools in Cape York. Hope Vale School has been the recipient of a number of educational reform initiatives and programs delivered through Good to Great Schools Australia (GGSA), CYAAA and Cape York Partnership (CYP). These include Student Education Trusts (SET), which act as a voluntary supported financial self-help measure for parents, and Direct Instruction (DI), a highly structured teaching method aiming to improve educational outcomes. Since 2002, Jawun has contributed over 398 secondees from 22 partners to GGSA, CYP and CYAAA to assist with the development and implementation of these programs. For Hope Vale School, National Assessment Program – Literacy and Numeracy (NAPLAN) results and consultations with teaching staff indicate a positive impact of the programming and reform on student outcomes. There is evidence to suggest it is leading to improved numeracy, literacy, attendance, and readiness for high school.

Case Study 2: Cape York Girl Academy

Cape York Girl Academy is an entity of CYP and was an idea born out of community consultations with Cape York women who asked for a place for girls who were young mothers to finish their schooling and gain work skills, along with the necessary skills to look after their children. BCG was a significant Jawun partner in the development and implementation of the Cape York Girl Academy, providing a number of Jawun secondees across 2015-16. Fieldwork revealed that Girl Academy has led to positive improvements in engagement and education outcomes for students.

" *We want for our children the same opportunities and choices other Australians expect for their children. We want them to succeed in mainstream Australia, achieving educational success, prospering in the economy and living long, safe and healthy lives. We want them to retain their distinct cultures, languages and identities as peoples and to be recognised as Indigenous Australians.*"

Our Vision, Empowered Communities

Summary of Findings

Fieldwork and the Family Empowerment Report produced by CYP indicates that Jawun's contribution to participation in education and training has been well implemented with consistent positive feedback received from stakeholders consulted. SET and DI have had positive influence on student behaviour and engagement at school. SET has been implemented broadly with over 50 per cent of the school-aged population set up with an account, and parents described how this has led to a reduction in financial strain for them. More broadly, the implementation of such wide-scale education reforms provides evidence of Cape York's growing sophistication as a region, and of the increasing maturity of its IROs. This growth has been consistently supported by Jawun, through its longstanding partnership with CYP.

NAPLAN and Census educational results demonstrate evidence of improved educational achievement across Cape York, such as Year 12 attainment. However, despite some gains, results are still well below that of non-Indigenous students. Moreover, conclusions on regional outcomes are constrained by a lack of contemporary data, and should be revaluated in light of 2021 Census data.

Jawun implementation	🟢 green
Outcome achieved	🟡 orange

" *We've come leaps and bounds from where we were even a couple of years ago. Attendance, literacy and numeracy, and succession rates of kids transitioning to boarding school – it's all on the improve.*"

Principal, Hope Vale School

Executive Summary

Recommendations

These recommendations go towards supporting Jawun to assist IROs to support empowerment in their Indigenous communities, as they begin to reach the next stages of regional maturity. This evaluation has revealed that these regions are now at a point where impact measurement has become more critical, due to the increased capacity build and sophistication of IROs.

Rationale

Evidence from surveys and interviews conducted by KPMG for this evaluation indicates high levels of support from community leadership, IRO management and Jawun's corporate and community partners for Jawun's programs and activities. The evidence collected provides strong support for Jawun's theory of change in terms of Jawun's ability to produce positive outcomes for individual leaders, Indigenous regional organisations and their interactions at a regional level. What is less clear from the available evidence base, however, is the extent to which this valued support and tailored investment in pursuit of Indigenous-led goals has ultimately impacted Indigenous people. This evaluation's assessment of Jawun's contribution to lasting and measurable improvements in the lives of Indigenous people is inconclusive.

The process of conducting the evaluation has shown that the evidence-base, ideally supported by well-defined and measurable indicators of change at both the IRO program-level and regional scale, is varied and incomplete, making the task of identifying the extent of change attributable to Jawun problematic.

Although attempts through Empowered Communities-led initiatives[74] are being made within some regions to improve processes and systems for collecting and reporting on data aligned to regional goals, the paucity of data at a program level makes this task challenging and limited in practical value as a decision-making tool when disconnected from achievements on the ground.

The need for better monitoring and evaluation systems, processes and workforce capability to improve evaluation capacity and the ability of organisations and regions to assess their priorities based on accurate data is critical, and if addressed could make an important contribution to the effectiveness of planning and decision-making at both the program and regional level (thereby progressing the development of IROs and regions within Jawun's existing maturity frameworks).

1a. KPMG recommends that, where practical, Jawun resources and supports better evaluation practice amongst the IROs and regions it supports, through a focus at a regional level on working with Indigenous leaders and through existing Empowered Communities fora to facilitate the development of a data governance policy appropriate to each region, and which puts Indigenous people, perspectives, priorities and knowledges at its centre to clarify issues of data ownership, privacy and consent, access and storage. This will offer IROs and individual researchers guidance on ways of working with Indigenous people and the various custodians of available data sets as they develop and evaluate policies and programs aligned to each regional development agenda.

1b. At an organisational level, it is recommended that Jawun support IRO management by continuing to support the development of program-level evaluation frameworks, evaluation planning and design, and by continuing to use qualified secondees to undertake program-level evaluations, where possible extending this support to include synthesising and translating evaluation findings in accessible forms that can be used to support decision making and assess progress.

1c. At a systems level, it is recommended Jawun support IRO management by:

i. Facilitating the production and dissemination of practical guidance materials providing additional guidance for IROs on application of each data governance policy and its practical application, including how to optimise the value of evaluation projects and interpret data for the benefit of their organisations and regions; and

ii. Facilitating the application of these guidelines through online and face-to-face training available to all IRO staff with the objective to build and sustain workforce capability in evaluation practice.

An explicit measure of evaluation capacity should be included within Jawun's current organisational and regional maturity assessment frameworks.