



# Kanyirninpa Jukurrpa

Evaluative

## Social Return on Investment Report

Social, economic and cultural impact of  
Kanyirninpa Jukurrpa's On-Country programs

DECEMBER 2014

Prepared by: SOCIAL VENTURES AUSTRALIA (SVA) CONSULTING

## About Social Ventures Australia

Social Ventures Australia works with innovative partners to invest in social change. We help to create better education and employment outcomes for disadvantaged Australians by bringing the best of business to the for purpose sector, and by working with partners to strategically invest capital and expertise. SVA Impact Investing introduces new capital and innovative financial models to help solve entrenched problems.

SVA Consulting is a specialist consulting practice that partners with social purpose organisations to strengthen their ability to address social issues and achieve results. We support leaders to make hard decisions, galvanise teams to sustain success and share insights with the social sector. Since 2007, we have developed unique, on-the-ground experience supporting over 300 clients through 550 engagements. We work on society's most challenging issues including health, disability, housing, employment, education and Indigenous disadvantage.

We measure our success by the results our clients achieve. Our people are passionate about the work they do and the opportunity to create a better Australia.

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## Executive Summary

### Kanyirninpa Jukurrpa's On-Country programs

Kanyirninpa Jukurrpa (KJ) is a Martu organisation that operates in several Western Australian (WA) desert communities. KJ aims to preserve Martu culture, to build a viable, sustainable economy in Martu communities and to build realistic pathways for young Martu to a healthy and prosperous future. KJ's On-Country programs include teams of ranger employees, Kalyuku Ninti (Return to Country) trips and Puntura-Ya Ninti (Culture and Heritage) programs. Over the last five years almost 350 Martu have been employed by KJ, 266 Martu participated in Kalyuku Ninti trips and there have been 13 significant cultural heritage initiatives.

*"When people go out on-country they say, 'I'm here, I know who I am and I know where I come from, and I'm going to take charge of my life,' and in doing so, they're dealing with the dysfunctional aspects of their lives and their families' lives. So you're dealing with the social issues that are going on in town – but you're dealing with them out on-country – through a social, cultural and spiritual healing process."*

*Darren Farmer, Martu Translator, Wiluna*

### About this project

KJ commissioned Social Ventures Australia (SVA) Consulting to understand, measure and value the social, economic and cultural changes generated through its On-Country programs. The SROI methodology was used to assess the outcomes created during the FY10-14 period and the investment made to generate these outcomes. The project involved consultations with 95 of KJ's stakeholders, including 54 Martu rangers and community members, funders, community service providers and KJ management. In addition, SVA examined data collected by KJ and conducted secondary research on remote Indigenous communities. Environmental and health outcomes are out of scope for this project.

### Impact of Kanyirninpa Jukurrpa's On-Country programs

KJ's On-Country programs have generated transformative change across the Martu communities. Over the last five years, the programs have produced a wide range of Martu (social and economic) and Jukurrpa (cultural) outcomes. The achievement of these outcomes is entirely dependent on the engagement of Martu on-country. The more time that Martu spend on-country, the greater the value created by KJ's On-Country programs.

Martu are the primary beneficiaries of the programs, particularly Martu who are employed as rangers. The most significant outcomes for Martu were reinforcement of traditional authority structures; maintaining connection to country; and less time in jail. The Australian and Western Australian Governments, private investors, and not-for-profit organisations operating in Martu communities have also benefited from the programs – through the ability to achieve their social, economic and cultural objectives, potential government cost savings (particularly in the justice system and employment services), and tax revenue increases.

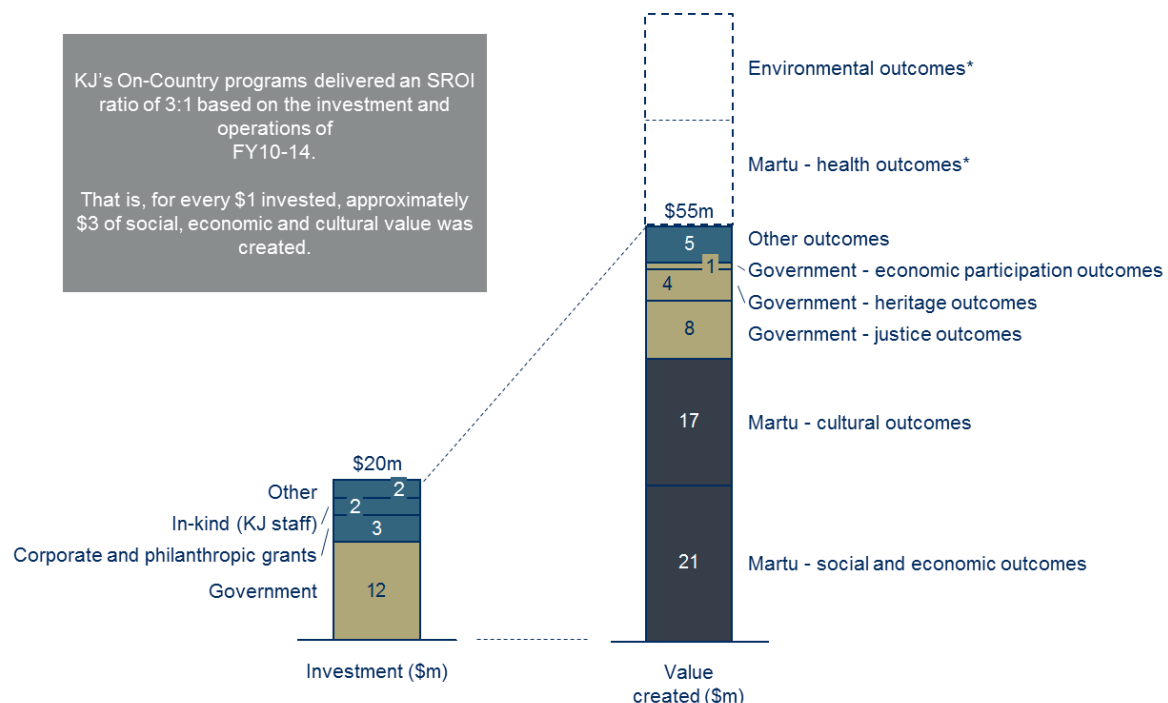
The value of these outcomes has been modelled using financial proxies and other judgements including deadweight (what would have happened anyway), attribution (who else contributed to the change) and duration (how long does the change last for) to calculate the unique value created by the investment. The social value associated with the outcomes was estimated to be \$55m for FY10-14 (\$11m per annum).

Two-thirds of value accrued to Martu (\$39m, or 68%), including \$17m (or 29%) directly to KJ rangers. The social value generated was approximately \$48k for each ranger and \$24k for each Martu community member over the five year period.

The WA and Australian Governments collectively accrued almost a quarter of the value created (\$13m, or 23%). The WA Government benefited significantly from a reduction in the number of Martu in jail (estimated \$3.7m) – through community orders or reduced sentences – and a reduction in alcohol related crime (estimated \$4.2m). The remainder of the valued generated accrued to other stakeholders (\$5m or 9%).

Across FY10-14, \$20m was invested in KJ's On-Country programs (\$18m cash and \$2m in-kind). This equates to approximately \$12k per Martu community member.

When the estimated \$55m in social value that was generated is compared with the \$20m investment, the SROI ratio equates to 3:1. This means for every \$1 that was invested in the programs in FY10-14, approximately \$3 of social value was created. Figure S1.1 shows the relationship between the investment and value created.



\* Environmental and health outcomes were out of scope of the analysis. It is anticipated that these outcomes have generated substantial value for stakeholders.

*Figure S1.1 – Social return on investment of KJ's On-Country programs*

A baseline SROI analysis was conducted in 2011 for the FY10-11 period which resulted in an indicative SROI of 4:1. The difference in the 2011 and 2014 ratios is attributable to the increase in the amount of investment in the programs; a break in the delivery of the Kalyuku Ninti activities in 2012 and methodological refinements. The decrease in the ratio does not represent a decrease in the impact of the programs.

As with any financial modelling, it is expected that changes to underlying assumptions will result in changes to the SROI ratio. In the high and low scenarios tested in this sensitivity analysis, the SROI ratio remains in the range of 2.0:1 to 3.4:1, indicating that – even with the most conservative of assumptions – the social value created by KJ's On-Country programs is likely to be in excess of the investment in those programs. Had health and environmental outcomes been in scope, the social

value captured is likely to have been even higher. For example, this SROI does not include the value to the Commonwealth Government of land management work performed by rangers, or of the likely health benefits for Martu associated with reduced alcohol consumption.

SROI ratios should not be compared between programs or organisations without having a clear understanding of each organisation's mission, strategy, program logic, geographic location and stage of development. A judgement about investment decisions can only be made when using comparable data.

### Insights from the analysis

- KJ has demonstrated success where many other initiatives have failed, by improving the lives of Aboriginal Australians. That success is predicated on the alignment of Martu interests with those of mainstream Australia
- KJ's On-Country programs enable Martu to fulfil their desire to live in Martu communities and to care for their country, rather than moving to town to live
- The programs have made a substantial contribution to the long-term aim of healthy and vibrant Martu communities
- The outcomes generated by the programs occur at the individual and community levels, and across the social, economic and cultural domains
- Reduced alcohol consumption is a direct consequence of engaging Martu on-country and a necessary precondition for the achievement of other key outcomes
- Individual income and employment are only a step in the journey rather than an end point
- Major contributors to KJ's success in generating substantial change in Martu communities include:
  - a) strong relationships between Martu and KJ management
  - b) commitment and quality of KJ managers
  - c) community ownership of KJ
  - d) continuity of KJ's operations over time
  - e) sufficient scale to engage a large proportion of the Martu communities
  - f) integrated focus on Ngurra (country), Martu (people) and Jukurrpa (culture)
- Martu and other stakeholders are strongly committed to KJ's future
- Significant, ongoing investment is required to embed the outcomes generated to date and continue to address the challenges faced by Martu communities

### Recommendations

To further enhance the impact of KJ's On-Country programs and to support future assessment of the impact of KJ's programs, it is recommended that KJ:

1. Increase the breadth and depth of Martu engagement on-country, through expansion of programs into other communities and more regular engagement of casual rangers
2. Seek additional resources to increase engagement of Martu children and adolescents, including through family trips, school partnerships and a junior ranger program
3. Develop a more comprehensive approach to tackling acute social issues such as mental illness, suicide prevention and chronic alcohol dependence
4. Collect data on an on-going basis to assess the impact of KJ's On-Country programs, refine the programs to increase impact and communicate KJ's impact to stakeholders.

*"KJ is ready to progress its programs to a more professional level taking concepts of community leadership with it... the various communities that are running programmes are looking to KJ Rangers to help develop its next generation of leaders."*

*Deen Potter, Magistrate, Pilbara Region*

# 1. Introduction

## 1.1 Project objective

KJ commissioned Social Ventures Australia (SVA) Consulting to understand, measure and value the social, economic and cultural changes generated by its On-Country programs. The analysis was undertaken to assist KJ to better understand and articulate the value of its programs, and ultimately to improve program delivery.

The Social Return on Investment (SROI) methodology was used to complete this analysis. SROI is an internationally recognised methodology used to understand, measure and value the impact of a program or organisation.<sup>1</sup> It is a form of cost-benefit analysis that examines the social, economic, cultural and environmental outcomes created and the costs of creating them. The principles of this approach are set out in Appendix 1.

## 1.1 Project scope

SVA Consulting conducted a baseline SROI analysis of KJ's On-Country programs for 2010 and 2011 financial years in 2011. The results of this analysis were used to guide the current analysis.

The current project is an evaluative SROI analysis<sup>2</sup> of KJ's On-Country programs for the five year investment period between the 2010 and 2014 financial years. Social, economic and cultural outcomes were investigated. Environmental and health outcomes are out of scope. The analysis involved 95 consultations with stakeholders of KJ's On-Country programs, including consultations with 54 Martu, and review of KJ's financial, program and payroll data. Interview guides used during consultation are set out in Appendix 3. The methodology for this analysis is set out in Appendix 2 and a full list of interviewees is in Appendix 4.

<sup>1</sup> The SROI Guide, released in May 2009 and updated in January 2012, is available at: [http://www.thesroinetwork.org/publications/doc\\_details/241-a-guide-to-social-return-on-investment-2012](http://www.thesroinetwork.org/publications/doc_details/241-a-guide-to-social-return-on-investment-2012)

<sup>2</sup> An evaluative SROI analysis estimates the social value an organisation has created in the past



## 2. Context

### 2.1 The Martu

The Martu are the traditional custodians of a vast area of the Great Sandy, Little Sandy and Gibson Deserts in the Western Desert of the Pilbara.

Their country stretches from the Percival Lakes in the north to south of Lake Disappointment, and far to the east of the Canning Stock Route, stretching towards the WA/NT border. This vast area of desert has been described as “the harshest physical environment on earth ever inhabited by man before the Industrial Revolution”.<sup>3</sup>

Martu are among the last of Australia’s indigenous people to make contact with the European world, with many coming into stations and missions from a completely traditional desert life in only the 1950’s and 1960’s. Many living Martu recall their experience of first contact with European civilisation.

The Martu identify as one people. Their identity and their rights to their country were acknowledged in 2002, when their native title over much of their country was formally recognised. As the Native Title Tribunal noted:

There was no serious cultural break with their traditional roots. The return of people to live on the country has supported the maintenance of law and custom among them. They remain one of the most strongly “tradition-oriented” groups of Aboriginal people in Australia today partly because of the protection that their physical environment gave them against non-Aboriginal intruders. It is not a welcoming environment for those who do not know how to locate and use its resources for survival. Of great importance is the continuing strength of their belief in the *Dreaming*.<sup>4</sup>

The Martu are now concentrated in Port Hedland, Newman and several WA desert communities: Jigalong, Parnngurr, Punmu and Kunawarritji. They remain a strong and distinctive Indigenous community, with a proud identity and history. Their story through the 20th century provides a fascinating insight into the experience of contact between Indigenous and white Australians.

### 2.2 The challenges for, and strengths of, Martu

Whilst the approximately 2000 Martu remain strongly tradition oriented, many live in towns and communities on the edge of the desert rather than on the country (land) they are deeply connected with. The challenges they face integrating traditional life with modern ‘whitefella’ existence in both the towns and the desert communities have been significant.

In recent decades, traditional authority structures have been eroded and many young people lack both traditional and modern opportunities to forge a strong sense of identity and purpose and develop pride and confidence in that identity. Young Martu men commonly leave school after progressing through Lore in their early to mid-teens, as school is only viewed as being relevant for young children. Excessive consumption of alcohol is common. There are few positive role models to demonstrate successful integration of a Martu life with the modern context. The older people experience a sense of the spiritual and cultural loss that grips their young people and their communities, but lack a sense of power to clearly shape a positive future for their young.

The ‘dry’ (no alcohol) Martu communities are small (approx. 100 – 400 regular residents), very remote and have no significant industry that offers sustainable work to community members. In each town, there are very few secure jobs (outside of KJ ranger work). Few Martu have taken up work in the mining industry and there are no other significant industries in the region. In any case, mining has

<sup>3</sup> Gould, Richard in Trautmann, Thomas and Peter Whiteley, *Crow-Omaha: New Light on a Classic Problem of Analysis*, 2012

<sup>4</sup> Federal Court of Australia, *James on behalf of the Martu People v State of Western Australia*, [2002] FCA 1208

severely contracted in the last 18 months. The now defunct Community Development and Employment Program (CDEP) and the Remote Jobs and Community Programs (RJCP) have offered sporadic maintenance jobs in the communities, but few Martu have undertaken this work on a regular basis. Some Martu have participated in training through the mines, however, few have taken up longer term work opportunities.

The desert communities offer Martu the opportunity to live close to their traditional lands in a society which is still predominantly Martu, thereby enabling them to begin to fulfil their deep cultural obligations to look after their country within an environment they can shape. Martu remain incredibly resilient. Strengths of Martu society include high engagement with, and commitment to, community, country and culture; young Martu have enormous and distinctive knowledge within their world; and there are strong structures within Martu society, both kinship and age based, that ground a teaching/mentoring framework across generations for broad dissemination and regeneration of knowledge and skills.

### 3. Kanyirninpa Jukurrpa's On-Country programs

#### 3.1 About Kanyirninpa Jukurrpa

Kanyirninpa Jukurrpa (KJ) is a Martu organisation. KJ has three objectives: to preserve Martu culture, to build a viable, sustainable economy in Martu communities and to build realistic pathways for young Martu to a healthy and prosperous future. As a corollary objective, KJ looks to improve governance standards and to address alcohol and substance abuse that threatens the development of stable, sustainable communities, by providing effective diversionary programs.

KJ's Puntura-ya Ninti (Culture and Heritage) and Kalyuku Ninti (Return to Country) programs have been running since 2005 and the ranger program since 2009. KJ's land-based employment programs have been running since early 2009 and a Leadership Program started in 2014. A tourism program is currently under development.

#### 3.2 KJ's On-Country programs (participants and activities)

There are three inter-related programs that comprise KJ's On-Country programs. Almost every family in Martu communities is involved in KJ's On-Country programs with most households receiving regular income from this work. The following table presents the scale of participation and activity in these programs over the five years 2010-14.

Programs	Description	Participants and activities (FY10-14)
<b>Ranger teams:</b> <ul style="list-style-type: none"> <li>Working on Country</li> <li>Caring for Country</li> </ul>	Provides employment and training for older and younger Martu men and women as rangers fulfilling standard ranger responsibilities to manage the environment (e.g. fire management, monitoring threatened species), but also to engage Martu to take ownership of the natural and heritage management of their country.	<ul style="list-style-type: none"> <li>Almost 350 people employed as Working on Country rangers and Caring for Country workers</li> <li>Five ranger teams operating in three communities</li> <li>24,585 rangers hours worked</li> <li>\$4.4m in salaries paid</li> </ul>
<b>Kalyuku Ninti (Return to Country) trips</b>	Provides an opportunity for family groups to return to places of cultural or historical significance, having a profound effect on the individuals and facilitating important capture and transfer of knowledge to the younger generation and more broadly.	<ul style="list-style-type: none"> <li>266 people participated in Kalyuku Ninti trips</li> <li>Almost 2,500 collective days spent on-country during Kalyuku Ninti trips (see below)</li> </ul>
<b>Puntura-Ya Ninti (Culture and Heritage) Program</b>	Underpins the other programs, by drawing from them and contributing back to them. The activities focus on extracting and documenting Martu cultural and heritage knowledge, both for the use and enjoyment of Martu and for broader education.	<ul style="list-style-type: none"> <li>13 heritage and culture initiatives</li> <li>220 significant cultural, historical and environmental sites</li> </ul>

Table 3.1 – Summary of participants and activities

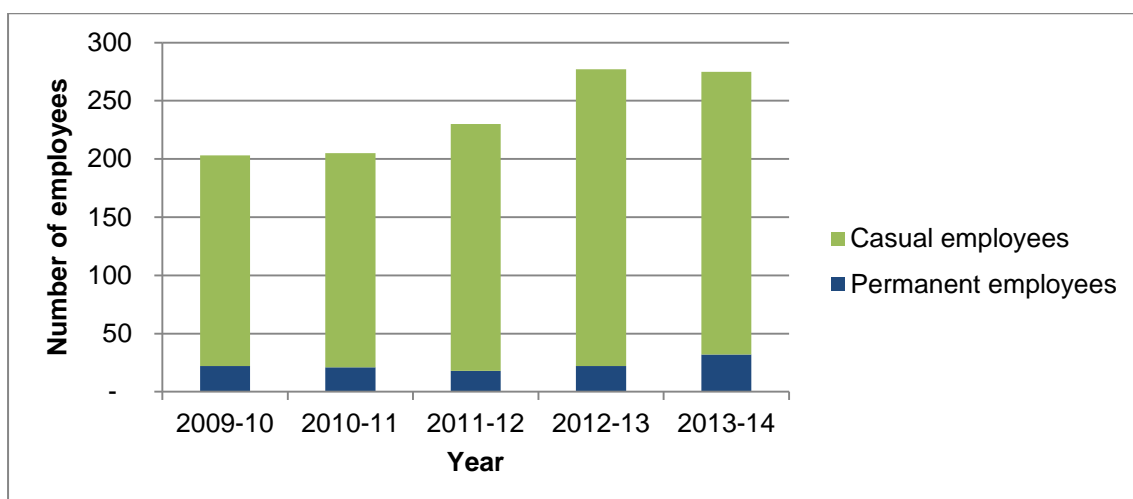


Figure 3.1 – Number of KJ Working on Country rangers and Caring for Country workers (referred to as rangers throughout this report), FY10-14

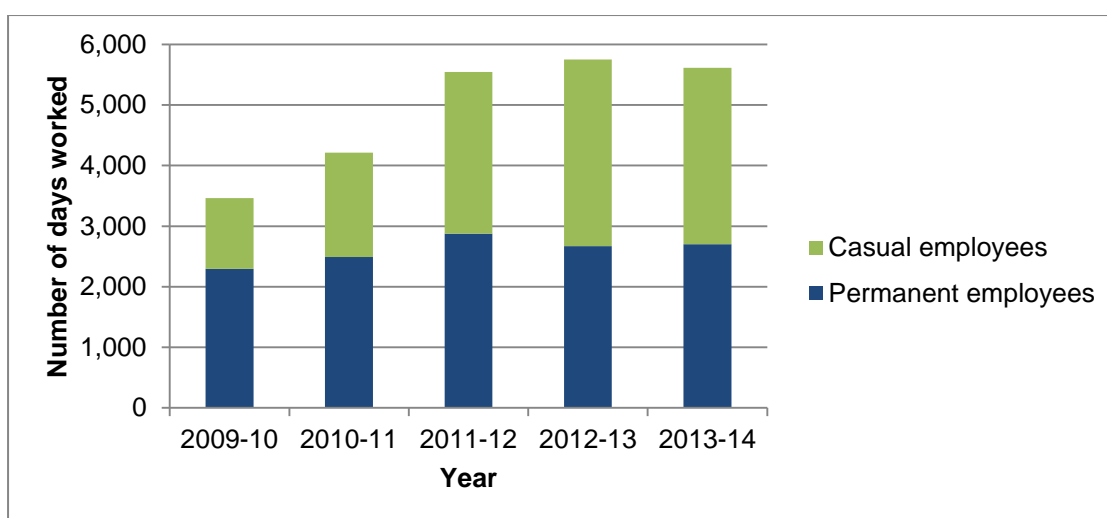


Figure 3.2 – Number of days worked by KJ rangers, FY10-14

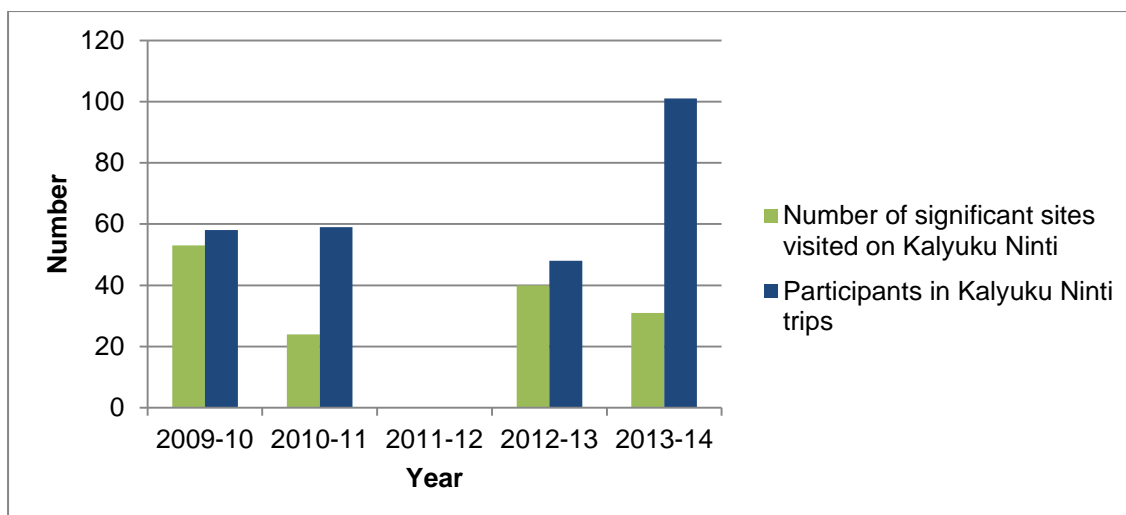


Figure 3.3 – Kalyuku Ninti activity, FY10-14

Note: No Kalyuku Ninti trips were held in FY12.

### 3.3 Investment in KJ's On-Country programs (inputs)

Both monetary (cash) and non-monetary (in-kind) contributions were required during FY10-14 in order to support KJ's On-Country programs. The total investment over those five years was almost \$20 million dollars. Table 3.2 provides a summary of that investment.

Investment type	2009/10	2010/11	2011/12	2012/13	2013/14	TOTAL
Cash	\$1,720,000	\$3,040,537	\$3,562,567	\$4,340,732	\$5,105,029	\$17,768,865
In-kind	\$434,871	\$459,609	\$363,505	\$472,868	\$445,604	\$2,176,457
<b>Total investment</b>	<b>\$2,154,871</b>	<b>\$3,500,146</b>	<b>\$3,926,071</b>	<b>\$4,813,601</b>	<b>\$5,550,633</b>	<b>\$19,945,322</b>

Table 3.2 – Summary of investment

#### Cash investment

Over the five year period, 56% of KJ's total funding came from Australian Government grants, predominantly through the Working on Country program. KJ's reliance on federal funding has reduced significantly in the past two financial years due to a sharp increase in private grants – particularly in FY14 – rather than a decrease in federal funding.

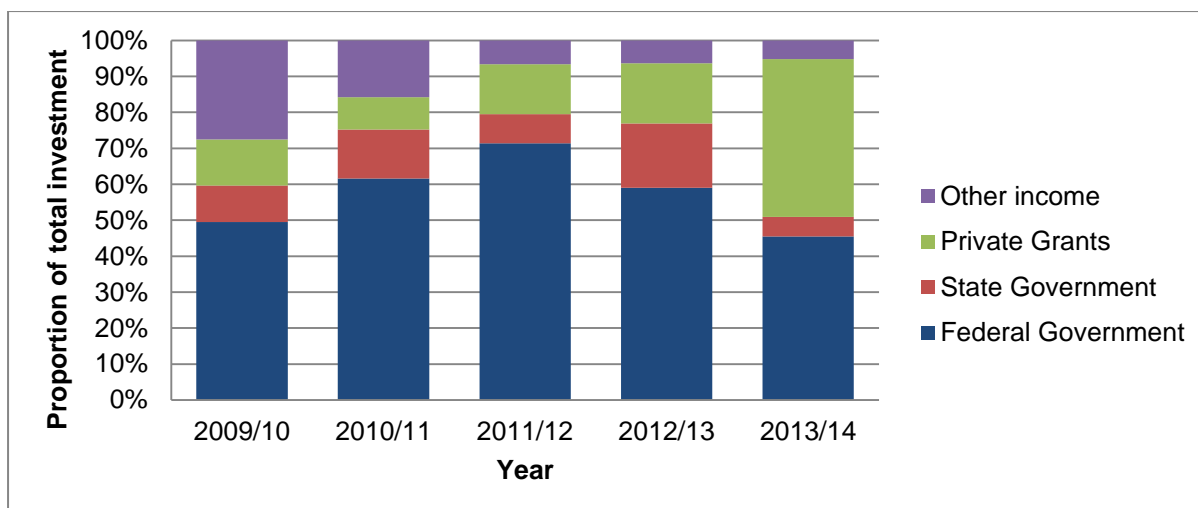


Figure 3.4 – Proportion of total KJ funding by investor category

Investment, for the purposes of SROI analysis, focuses on the actual expenses required to deliver the programs in question, rather than the total funding received. The actual expenses are seen as a more accurate representation of the inputs required to achieve the identified outcomes. Any discrepancy between funding and actual expenses is due to the full amount of funding not being acquitted within the financial year, or unspent funding from previous years being drawn upon.

The following table sets out KJ's On-Country program expenditure during the period FY10-14.

Program expenditure	2009/10	2010/11	2011/12	2012/13	2013/14	TOTAL
Culture & Heritage	\$119,590	\$187,935	\$242,343	\$298,336	\$301,595	\$1,149,799
Kalyuku Ninti	\$233,869	\$221,704	\$0	\$112,931	\$133,613	\$702,117
Caring for Country	\$333,764	\$448,642	\$339,113	\$561,375	\$185,181	\$1,868,075
Ranger Program	\$757,424	\$1,230,999	\$2,029,854	\$2,332,279	\$3,541,787	\$9,892,343
Relevant % of admin*	\$275,353	\$951,257	\$951,256.54	\$1,035,811.41	\$942,853.02	\$4,156,530
<b>Expenses in scope</b>	<b>\$1,720,000</b>	<b>\$3,040,537</b>	<b>\$3,562,567</b>	<b>\$4,340,732</b>	<b>\$5,105,029</b>	<b>\$17,768,865</b>

Table 3.3 – KJ's On-Country program expenditure, FY10-14

\* Relevant administration costs were calculated with reference to the total cost of On-Country programs relative to total KJ costs (excluding administration).

The SROI methodology requires a stakeholder perspective on the changes created as a result of the On-Country programs. It is, therefore, important to understand the investment from the perspective of each stakeholder included in the SROI analysis.

Table 3.4 sets out the total investment in KJ's On-Country programs received from each stakeholder during the five year period. The investment applied to each stakeholder represents a proportion of total On-Country program expenses. The proportion is calculated based on the percentage of the total funding pool that the stakeholder contributes. The numbers used to quantify stakeholders' investment are not, therefore, an exact replication of the amount that the stakeholder provides to KJ.

Stakeholder	Total	Notes
Australian Government	\$10,092,932	Funding was formerly provided through a number of Australian Government departments but has now been consolidated under Prime Minister & Cabinet
Corporate and philanthropic partners	\$3,407,441	
Other income	\$2,286,741	Includes income from cultural awareness training and interest
Western Australian Government	\$1,981,750	Includes income from Rangelands NRM that is now a non-government entity
<b>Total</b>	<b>\$17,768,865</b>	

Table 3.4 – Investment by stakeholder, FY10-14

## In-kind investment

In addition to cash investment and corresponding expenses, KJ received significant in-kind support in the form of human and other resources at low, or no cost. The extent of in-kind support over the five year period is estimated in the table below and attributed with reference to the proportion of KJ expenses which are directed to On-Country programs.

Table 3.5 provides the in-kind investment calculations.

Investment type	2009/10	2010/11	2011/12	2012/13	2013/14	TOTAL
<b>Pro-bono component of salaries for Senior Management and Advisory Board Members</b>						
Peter Johnson	\$170,000	\$170,000	\$174,000	\$164,000	\$128,150	\$806,150
Sue Davenport	\$150,000	\$150,000	\$25,000	\$150,000	\$150,000	\$625,000
Richard Taylor	\$150,000	\$150,000	\$137,500	\$137,500	\$137,500	\$712,500
<b>Other resources</b>						
Personal vehicles	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$120,000
Reduced rent (off-set by capital improvements)	\$36,800	\$36,800	\$36,800	\$36,800	\$36,800	\$184,000
Proportion of KJ expenditure directed to On-Country programs	82%	87%	91%	92%	94%	
<b>Total investment</b>	<b>\$434,871</b>	<b>\$459,609</b>	<b>\$363,505</b>	<b>\$472,868</b>	<b>\$445,604</b>	<b>\$2,176,457</b>

Table 3.5 – Calculations for in-kind investment

Note: Variation in the pro-bono salaries of Peter Johnson and Sue Davenport are due to:

- Peter Johnson: Changed role, from CEO to Manager Governance and Strategy, in February 2013. Began taking a salary in FY14.
- Sue Davenport: Took extended leave in FY12.

### 3.4 Program logic

KJ's principles for program design emphasise the interrelationship between social, economic, cultural and environmental motivations and aspirations in the Martu worldview. This reflects a traditionally integrated focus on Ngurra (country), Martu (people) and Jukurrpa (culture, mythology, ubiquitous power). The values that drive people, one's status in the community, the conception of health and the interpretation of reality all derive their form and strength from this integrated view. KJ's programs and the logic behind them, reflect this view.

The summary program logic (see Figure 3.5) shows the relationship between the issues that the programs aim to address; who participates in the programs; what the programs are; the areas where outcomes are generated; and the intended impact of the programs over time. The more detailed outcomes map (see Figure 3.6) presents the outputs and outcomes that KJ expects to generate over time across the three integrated focus areas in the Martu worldview. The program logic represents six insights:





1. The long-term outcome of 'Healthy Martu' can only be attained by a fusion of the Martu, Jukurrpa and Ngurra logic flows
2. Decreased alcohol consumption is an immediate consequence of engagement on-country and predicates many other key outcomes
3. Individual income and economic participation form only a step in the journey rather than the end point – the breadth of benefits and the complexity of the program logic leading to those long term benefits place the significance of the purely economic elements into sharp perspective
4. There are six priority streams that run through the logic:
  - a) Strengthening cultural knowledge;
  - b) Reinforcing cultural leadership.
  - c) Increasing employment, employability and income;
  - d) Avoidance of negative behaviours;
  - e) Building a sense of Martu identity; and
  - f) Strengthening community.
5. While the environmental logic is relatively straightforward, the social/economic and cultural logic is varied, complex and interconnected
6. The chain of consequences that overlap social/economic and cultural are pivotal and form a potential mechanism for prioritising the consequences.

The program logic is a hypothesis of the intended impact of KJ's On-Country programs. It has been revised since the 2011 SROI analysis. This SROI analysis assessed the extent to which these outcomes have been generated and the value of these outcomes for stakeholders.



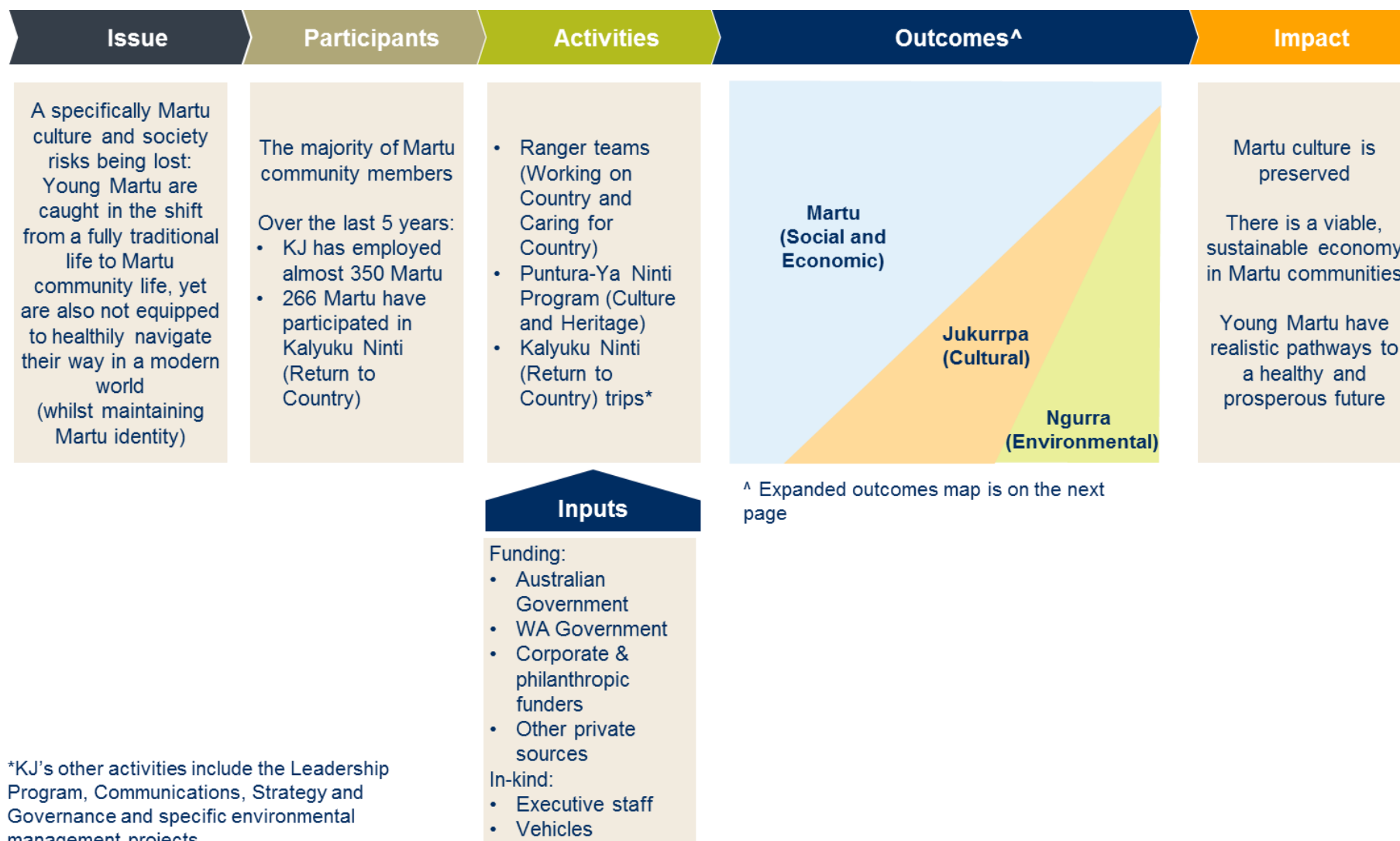


Figure 3.5 – KJ's On-Country summary program logic

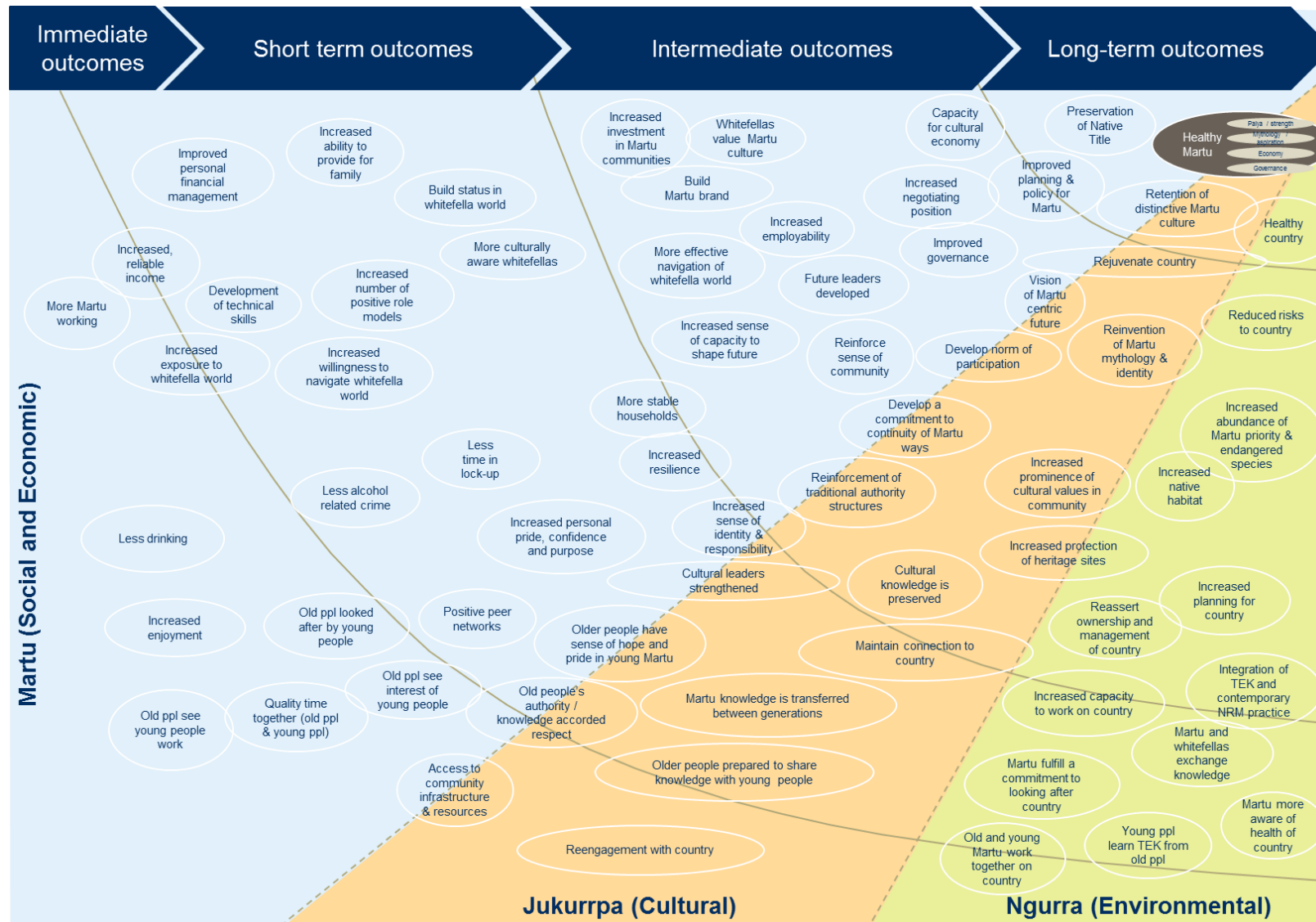


Figure 3.6 – Map of outcomes KJ aims to generate through its On-Country programs. Note: print in A3 to read clearly.

## 4. Outcomes generated by KJ's On-Country programs

### 4.1 Overview of the outcomes

Four stakeholder groups have experienced material outcomes, as a result of KJ's On-Country programs:

1. Martu community members
  - a) Older rangers
  - b) Young male rangers
  - c) Young female rangers
  - d) Martu community members that are not rangers
2. Government
3. Other investors
4. Not-for-profit organisations operating in Martu communities.

Further detail on included and excluded stakeholders is set out in Appendix 5.

Martu are the primary beneficiaries of KJ's On-Country programs, particularly Martu who are employed as rangers. Martu have experienced positive social, economic and cultural changes at the individual and community levels over the past five years. The Australian and Western Australian Governments have benefited from these changes both directly, through reduced demand for government support, and indirectly, through the achievement of their objectives during this period.

Figure 4.1 shows the material changes that have been measured and observed on the program logic. The outcomes included in the SROI analysis are considered "material", that is, they are the significant and relevant changes that stakeholders experienced due to the On-Country programs. Materiality is a concept that is borrowed from accounting. In accounting terms, information is material if it has the potential to affect the readers' or stakeholders' decision. According to *The SROI Guide*, a piece of information is material if leaving it out of the SROI would misrepresent the organisation's activities.

Defining the material outcomes for stakeholder groups is complex. When defining the material outcomes for each stakeholder group, an SROI practitioner must ensure that each outcome is unique or it would be considered double counting. This is difficult as the outcomes for each stakeholder group are necessarily related because they describe all of the changes experienced by the stakeholder. For example, people do not compartmentalise the different changes they experience. Outcomes also happen at different times throughout the period being analysed with different levels of intensity. There are also complex relationships between outcomes for different stakeholder groups.

Stakeholder outcomes were determined by applying the materiality test to the range of consequences identified in the program logic. This was done through initial consultations with the relevant stakeholders and staff. The materiality of outcomes was again tested when the number of people experiencing the changes were measured and valued.

The key points to draw out from this representation are:

- The outcomes generated by KJ's On-Country program are widespread across the Martu (Social and Economic) and Jukurrpa (Cultural) domains
- Over the last five years KJ's On-Country program have pushed beyond immediate outcomes, to generate extensive short term, and some intermediate outcomes
- The changes generated are most evident in the Jukurrpa (Cultural) area, particularly in building a sense of Martu identity and capacity/empowerment, and strengthening cultural knowledge and wellbeing



- Also prominent were the development of a more cohesive and viable community and creating a culture of participation
- In FY14 KJ introduced a Leadership program which will enhance the capacity of Martu to achieve many of the intermediate outcomes in the Martu outcomes domain. KJ has introduced the Leadership program now because it recognised that the On-Country programs alone could not deliver these outcomes and because the timing is right for its introduction, based on the foundation of participation, confidence and identity that have been built through the On-Country programs.

The existence of KJ's On-Country programs has had flow-on impacts to private investors in KJ and not-for-profit organisations operating in Martu communities – through revenue increases, cost savings and/or the ability to achieve their own social, economic, cultural and environmental objectives. These changes are mostly unintended consequences and are therefore largely not represented in the program logic.

Potential negative outcomes of the programs were tested throughout stakeholder consultations (for example, negative impacts of time spent away from family while on ranger trips, potential for conflict between families who go on Kalyuku Ninti trips, additional income resulting in more alcohol consumption). On balance it was determined that there were no material negative outcomes associated with the programs. Ongoing, significant challenges are evident in Martu communities (such as, alcohol overuse, violence, self-harm, and income poverty); however, the programs were not seen to be contributing to these issues.

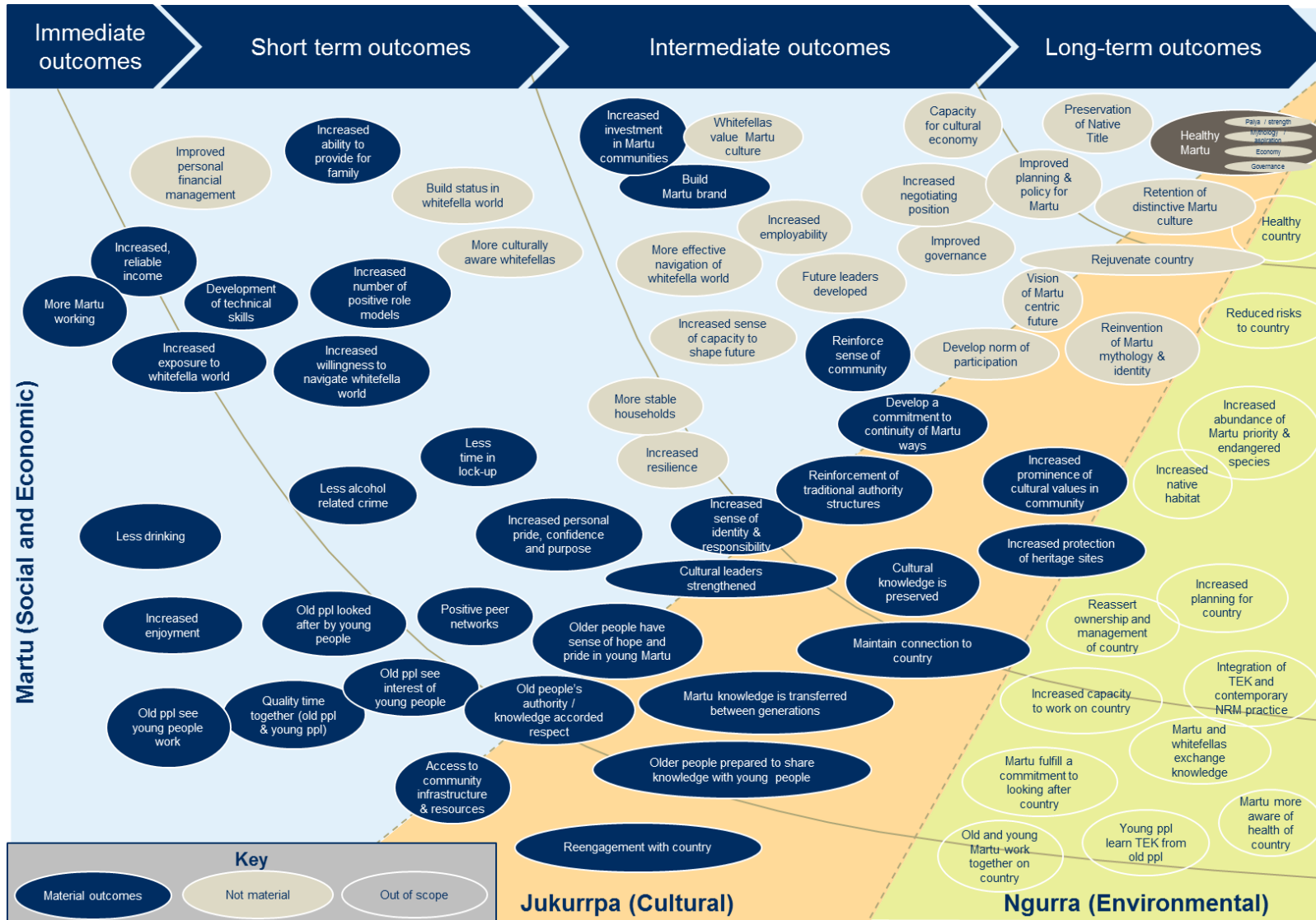


Figure 4.1 – Outcomes generated through KJ's On-Country programs during FY10-14 – Note: print in A3 to read clearly.

## 4.2 Martu (social and economic) outcomes

Within the Martu (social and economic) domain there are four chains of outputs and outcomes: employment, employability and income; avoidance of negative behaviours; identity; and community.

### Increasing employment, employability and income

The outcomes that have been generated in the employment, employability and income chain include:

- Increased income / ability to provide for family
- Increased exposure to positive role models
- Increased willingness to navigate whitefella world

From FY10-14 KJ paid \$4.4m in salaries to Martu employees<sup>5</sup> - \$2.5m was paid to permanent employees and \$2.0m to casual employees.

Prior to working with KJ, the primary income for these people was the Centrelink Newstart Allowance payments. In FY14, the maximum annual Newstart payment amount was approximately \$12,000 per annum.<sup>6</sup> In that year, 17 permanent employees earned more than \$12,000. The average increase in income for permanent employees (beyond the \$12,000 they would have earned from Newstart) was almost \$10,500.

The average income of casual employees was \$1828 per annum – this represents the increase in income for these employees. Figure 4.1 shows the total payments to Martu in FY10-14.

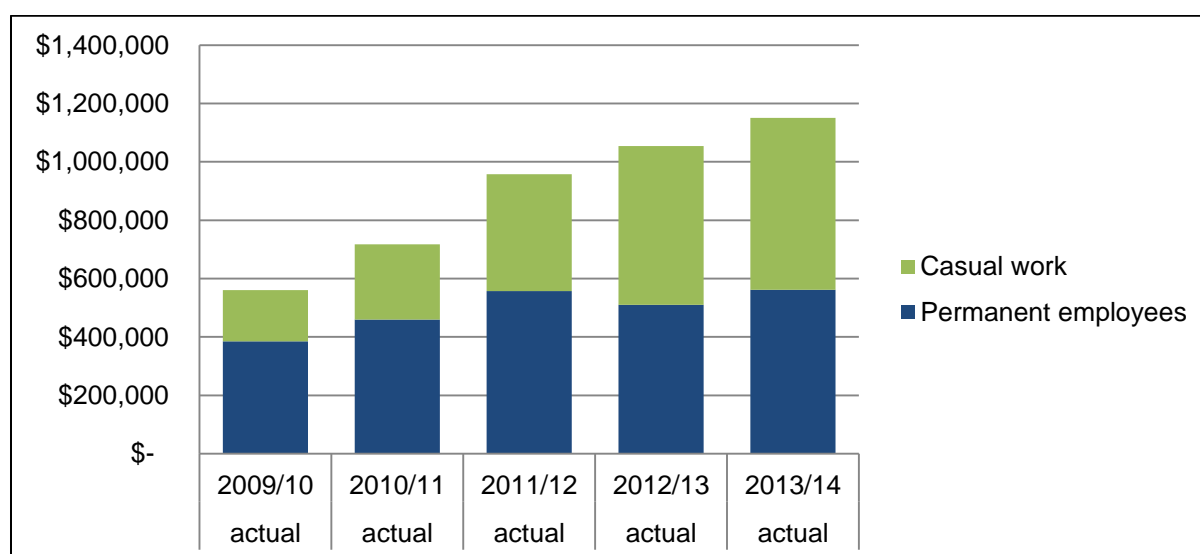


Figure 4.1 – Payments to Martu FY10-14

Martu rangers indicated that the value of increased income was not as an end in itself but in enhancing the rangers' ability to provide for their families (e.g. food, clothes and transport).

*"KJ work means that I can look after my family; look after my kids."*

*Edwina Booth, Ranger, Parnngurr*

<sup>5</sup> KJ, KJ Payments to Martu report, 2014

<sup>6</sup> Analysis of Department of Human Services, 'A guide to Australian government payments', 2014: <http://www.humanservices.gov.au/corporate/publications-and-resources/a-guide-to-australian-government-payments>



*"The old people tend to live off their KJ income and then use their Martumili income for savings."*

*Carly Day, Co-ordinator, Martumili Artists*

Ranger work is respected by the community as it involves caring for country and maintaining connection to country. The rangers, particularly the younger males, have become role models for children in the community. Outside of the KJ rangers, children have little exposure to positive role models in the communities. When asked what they would like to do when they grow up, school children routinely cite ranger work which has emerged as a legitimate pathway for young Martu. Every year the ranger teams run around 10 events with children in each community (such as presentations at school assembly and, until recently, on-country trips for a school holiday program). Beyond these formal interactions, children come into contact with the rangers on a frequent basis.

*"Before KJ, young people were just wandering around community..."*

*Jimmy Williams, Community leader, Parnngurr*

*"Every single kid in my class wants to be a ranger."*

*Jo, Teacher, RAWA School, Punmu*

Many Martu living in Martu communities have little exposure to the whitefella world. Ranger work gives rangers a reason to navigate the whitefella world (e.g. submitting driving license paperwork so they can drive on ranger trips). KJ Ranger Co-ordinators and other staff spend approximately one-third of their time assisting rangers to access the whitefella world. Over time this has progressed from basic enquiries (e.g. about phone bills) to rangers wanting to resolve more complicated matters (e.g. addressing debts, securing licenses, dealing with court).

*"KJ has given participants the confidence to interact with mainstream people and government. I've seen a great hunger in young people to improve relationships with those that they have to engage with."*

*Nick Preece, CEO, Martu Trust*

*"People sit down with the Co-ordinator and pay [their] fines through the [ranger] job."*

*Ned Booth, Ranger and Leadership Program participant, Punmu*

## Avoidance of negative behaviours

The outcomes that have been generated in the avoidance of negative behaviours chain include:

- Less time in lock up
- Less drinking

Many Martu community members are heavy drinkers when they are in town (Newman, Port Hedland). The communities are dry (alcohol-free) zones but many community members, particularly young people, periodically go into town where alcohol is consumed for long periods of time (weeks or, in some instances, months on end). In 2011, the Western Australian Government Department of Indigenous Affairs released a discussion paper on the impact of alcohol and remote visitors in



Newman.<sup>7</sup> A survey of 105 Aboriginal visitors to Newman identified that 75 per cent of visitors went to Newman to drink alcohol.

Ranger work gives rangers a reason to be in communities rather than being in town. The work provides an enjoyable, purposeful and rewarding activity to be involved in. When rangers are working, they are not drinking. It also provides a valid reason for the rangers to return to community after a drinking session in town and frequently a means to return to community in KJ vehicles. Approximately 40 young male and female rangers are drinking around 50 days less per year. This equates to one week of drinking each month reduced to one weekend per month.

Alcohol overuse continues to be a major challenge in Martu communities and, consequently, for KJ. KJ have trialled different approaches to manage alcohol overuse, for example, taking people that want to get away from town out on-country and distributing pay over time rather than in bulk lots. KJ should continue to explore options for a more comprehensive approach to tackling chronic alcohol dependence (see recommendations in section 8.3 below).

*"You can see the people who are On-Country, doing something for themselves. They good. They feel at home. But when they're in town, it's like they're somewhere else, you know?"*

*Dawn Oats, Cultural Awareness Presenter, Newman*

Days drinking in town tend to involve heavy drinking that will often lead to alcohol related crime including driving offences, anti-social behaviour and violence. For each day less of drinking in town there is less alcohol related crime. Over the five year period FY10-14 it is estimated that 50 per cent of days that young male rangers worked would otherwise have been spent in town, and of those days, 80 per cent would have been spent drinking. Criminal incidents are likely to occur at least once in every five days spent drinking heavily in town. This pattern of behaviour has huge negative consequences for the rangers individually, and also impacts the justice system (see Section 4.3 below).

*"Before KJ they used to drink and drink and drink and now they focus on their ranger work."*

*Vivian Butler, Ranger Family Member, Nullagine*

*"It's good for the young ones to be rangers. Less going to town; less sniffing."*

*Nancy Chapman, Ranger and Elder, Punmu*

*"KJ gives me a reason to come back to Parnngurr [from drinking in town]."*

*Charmaine Gibbs, Ranger, Parnngurr*

When KJ rangers do come in front of the courts for alcohol-related crime they are often supported by the KJ ranger co-ordinators and management staff. This support involves sitting with the rangers while they are waiting for court sessions and while in court, providing pre-sentencing information to lawyers and crucially, appearing as referees and providing letters of support based on the rangers' work history. KJ provides a prison diversion option for some people with lower level crimes through the supervision of community work (referred to as community service in other jurisdictions). This environment has contributed to younger male rangers spending less time in lock up. Approximately 70

<sup>7</sup> Department of Indigenous Affairs, *Newman Discussion Paper 2011: A focus on the Impact of Alcohol, and Remote Visitors*, 2011

younger male rangers have had their sentences reduced as a result of KJ representation over the FY10-14 period.

*"KJ stops people getting into trouble and in court."*

*Ned Booth, Ranger and Leadership Program participant, Punmu*

## Building a sense of Martu identity

The outcomes that have been generated in the identity chain include:

- Increased personal pride, confidence and purpose
- Positive peer network with a common purpose
- Increased pride in family members (who are rangers)
- Increased enjoyment

As described above, ranger work gives people a purpose by providing a meaningful activity in their lives. Doing a job that is respected by the community, and developing skills and knowledge through this job, leads to rangers developing pride and confidence in themselves. The acquisition of cultural knowledge and consequent social status is cited as the dominant reason for participation. The ranger work is also enjoyable for rangers as it provides rangers with the opportunity for recreation, such as camping, cooking and hunting. Younger males who work at least 20 days per year have worked a sufficient amount to develop strong relationships with their fellow rangers. This group of approximately 45 rangers have developed a positive peer group that have a common purpose of healthy country and healthy Martu. Fourteen of the rangers that are in this category are participating in KJ's Leadership Program that commenced in mid-2014.

*"The young people come back into community full of life; with a greater sense of identity. They know where the place is. That helps them to deal with a lot of the social and mental issues that occur in town. Getting out on-country replaces the need to see counselors or psychologists. A lot of our older people are counselors in their own right, without even knowing it. They are far more effective."*

*Darren Farmer, Martu Translator, Wiluna*

*"When they go out bush, there's more respect and acknowledgement given to the senior people. They then feel as though they have greater strength, which means that they are better placed to address the issues back in town. The relationships between younger and older people are strengthened and family disputes are broken down."*

*Darren Farmer, Martu Translator, Wiluna*

## Strengthening community

The outcomes that have been generated in the community chain include:

- A stronger foundation and purpose for the community to continue
- Increased information relevant to preserving Native Title
- Creation of a community meeting place in community
- Build Martu brand

The majority of KJ's On-Country activity occurs in three communities: Jigalong, Parnngurr and Punmu. The presence of KJ in the Martu communities gives people a reason to remain in the communities – due to the access to meaningful activity, income, enjoyment, strong peer networks (amongst younger males). This is a positive development not only for the individuals but also at the community level. The community also has a broader purpose beyond its immediate boundaries which is to care for Martu country. This links community members into organisations across the Australian population who share the objective of caring for country (such as ranger groups across Australia, Greening Australia and environmental groups).

*"KJ is the lifeblood of the community. It adds value to every aspect of the community."*

*Ben Puglisi, Community Manager, Parnngurr*

*"KJ gives me a reason to come back to Parnngurr."*

*Edwina Booth, Ranger, Parnngurr*

As described previously, KJ's On-Country programs facilitate the transfer, capture and storage of cultural knowledge. KJ helps the Martu community to consolidate the native title rights over their land through the collection and preservation of cultural information. Although Native Title is not currently being challenged, it is anticipated that such a situation may arise in future. It is estimated that Martu will continue to have access to the information generated through KJ's activities for a long time beyond the period of investment.

*"Look at everything they've done here [pointing to the newly constructed Punmu lake house]. This used to be an empty building – now it's filled with equipment and swags and we have a place to meet."*

*Vivian Butler, Ranger Family Member, Nullagine*

Over the past five years, the KJ ranger houses (and the "lake house" in the case of Punmu) have become community meeting places. Community members meet before, during and after ranger work all throughout the year. There are few (if any) other meeting places in community.

*"They see the Ranger house as where they belong. Even in the off-season, that's where everyone meets. It's the only community meeting place."*

*Tracey Sykes, Manager, Community Pool, Jigalong*

KJ has used the success of its On-Country programs to raise the profile of Martu within government, environmental management community and the corporate sector over the past five years. KJ is now seen as an exemplar for Indigenous organisations, and its ranger teams are viewed as high-performing. This means that Martu are invited to participate in forums in a similar way as much larger, more established organisations, such as the Kimberley Land Council (KLC) and the Central Land Council (CLC). KJ rangers, for example, presented alongside the Land Councils at the World Parks Congress in 2014. This outcome is a benefit to Martu as KJ's strong profile increases opportunities for funding for KJ's programs, and increases access to technical expertise and partnership opportunities.

*"KJ is highly regarded, has good compliance with government requirements and is very communicative."*

*Jane Dewing, Department of the Prime Minister and Cabinet*

Table 4.2 summarises the material Martu outcomes that were experienced by Martu during FY10-14, including the relevant sub-groups and the number of people from each sub-group who were impacted. The order of the outcomes reflects the value of the outcomes (see Section 6).

Material outcomes	Individual outcomes			Community outcomes
	Older rangers (52 people)	Younger male rangers (137 people)	Younger female rangers (71 people)	Martu who are not rangers (213 people)
1.Increased information relevant to preserving Native Title				•
2. A stronger foundation and purpose for the community to continue				•
3.Less time in lock up		•		
4.Increased income / ability to provide for family	•	•	•	
5.Increased pride in family members (who are rangers)				•
6.Creation of a community meeting place in community				•
7.Increased personal pride, confidence and purpose		•	•	
8.Increased enjoyment	•	•	•	
9.Less drinking	•	•	•	
10.Increased exposure to positive role models				•
11.Increased willingness to navigate whitefella world	•	•	•	
12.Positive peer network with a common purpose		•		

Table 4.2 – Material Martu (social and economic) outcomes

*Note: The outcome “Build Martu brand” is excluded from this table as the value associated with this outcome is accounted for in the other stakeholders group. Martu who are rangers also experience the community outcomes.*

## 4.3 Jukurrpa (cultural) outcomes

Within the Jukurrpa (cultural) domain there are a multitude of inter-related outputs and outcomes. The outputs and outcomes can be roughly categorised into two chains related to: cultural knowledge; and cultural leadership.

### Strengthening cultural knowledge

The outcomes that have been generated in the cultural knowledge chain include:

- Maintain connection to country
- Increased sense of personal fulfilment through reengagement of Martu with their country
- Martu knowledge is transferred from older Martu to younger Martu
- Sense of hope and pride in young Martu
- Increased prominence of cultural values in community
- Develop a commitment to continuity of Martu ways

As described in Section 1, Martu identity is tied to the land. Through their involvement with KJ, Martu go out On-Country, visiting and maintaining waterholes and other significant historic, cultural and environmental sites. Many Martu spoke of the importance of reengaging with their families' country, which they have not visited since their childhood (or in many cases, have never visited). When Martu reengage with country they are reconnected to their family and history. This is a deep source of personal fulfilment. Over the last five years there have been 10 Kalyuku Ninti (return to country trips) that have involved 266 people that collectively spent almost 2,500 days On-Country.

*"Getting out on-country means people know who they are, they know where they come from."*

*Noreena Kadibil, Ranger, Parnngurr*

*"When I got out on-country I felt at home."*

*Grant Stewart, Ranger, Younger male ranger, Jigalong*

*"There is a process of spiritual, social and cultural healing that takes place when people go back on-country. That's something that isn't often seen; there's a different side of our people that comes out. There's a real big change in our mob when they're out on-country."*

*Darren Farmer, Martu Translator, Wiluna*

Much of the passing of Jukurrpa must take place while on-country. The On-Country programs provide the opportunity for Jukurrpa to be shared from the older people to younger people. Prior to these programs operating, Martu had very few opportunities to go out on-country together (due to a lack of vehicles and equipment). Although difficult to quantify, it is estimated that one-quarter of ranger work time is spent transferring knowledge between the generations.

*"The stories are very, very important. Very important to hear about our old people and how they lived in the desert and to pass on those stories to our kids."*

*Carl Marney, Ranger, Punmu*

Over the last five years, older rangers have demonstrated an increased willingness to go out on-country with younger rangers, sharing stories and dreaming associated with significant sites. This change has created a sense of hope and pride in Martu about the future of Martu. As many Martu pujiman (bushman, who grew up in the desert) are aging quickly, there is a limited window of opportunity during which important sites can be located and mapped, and the transfer of knowledge can occur.

*"My mother, she'd tell me stories each night. I'd be asking all these questions, you know, how'd you walk that far? How'd you carry your tucker? Your water?"*

*Dawn Oats, Cultural Awareness Presenter, Newman*

Waterholes are fundamental to Martu culture. They provide the organising framework for cultural knowledge, the basis for familial identity and the locations for spiritual practice. KJ's full company name "Kalyuku Ninti – Puntuku Ngurra" (knowledge of waterholes and the people's country) reflects this centrality of waterholes to all of Martu culture. Through ranger work and Kalyuku Ninti trips, KJ has identified and mapped significant sites, including waterholes and soaks, recording Martu wangka (talk) associated with those sites and developing a comprehensive photo archive accessible to Martu in eight different sites.

*"We teach like at school; to go out and look at the homeland, rockholes, soaks and claypans."*

*Kumpaya Girgirba, Ranger and senior elder, Parngurr*

As a result of the On-Country programs there has been an increase in the prominence of Martu cultural values in the communities where KJ operates. Immediately prior to KJ, Martu were spending time on-country sporadically, and only in areas very close to community, rather than in areas further out from community where previous generations had spent time. Now, Martu that work regularly with KJ are engaged in cultural activities on a frequent basis. This has led to the development of a commitment to the continuity of Martu ways among community members. For example, at a recent meeting of 35 Martu staff members, this matter was discussed (unprompted) as something to which people were strongly committed.

## Reinforcing cultural leadership

The outcomes that have been generated in the cultural leadership chain include:

- Cultural leadership / Leadership strengthened
- Reinforcement of traditional authority structures

The existence of a transparent, Martu owned organisation, with a broad membership base, which engages with the preservation of Martu land and culture, has helped to revitalise traditional authority structures in the face of potentially destructive elements within the communities.

*"KJ changed people's lives. Good support for the old people. Bringing back history."*

*Stuart Watson, Younger male ranger, Newman*

Male rangers, both old and young, have seen their leadership credentials strengthened through their work as rangers. Older rangers, particularly those with positions on the KJ Board, have assumed responsibility for making key decisions on behalf of Martu in relation to KJ's programs and more

broadly. Through their increased engagement with older rangers and assumption of responsibility in public forums, young male rangers have solidified their standing as future Martu leaders.

*“The old people now are much stronger as a group.”*

*Noreena Kadibil, Ranger, Parnngurr*

*“When you look at what’s going on out on-country now – the ranger program and the back to country trips – you couldn’t get it any better than that. Because the mob are not only back on-country, which is very important to us, but they’ve been given a sense of leadership & ownership.”*

*Darren Farmer, Martu Translator, Wiluna*

*“We’re hunter/gatherers by nature. Our mob have survived the desert for as long as we know, and they’ve done that within a system of governance; a social and cultural system of governance. And when people go back on-country, people not only feel proud – “alright, I’m back on my country, this is my area, my family’s country” – but they feel a sense ownership, leadership and responsibility; responsibility to family, responsibility to country and responsibility to society as a whole. And they feel that they have acquired the right to speak for country.”*

*Darren Farmer, Martu Translator, Wiluna*

In 2014, KJ introduced a Leadership Program for male rangers who have demonstrated leadership aptitude in their ranger work. KJ plans to extend the program to female rangers. The program will contribute to cultural leadership within Martu communities.

Table 4.1 summarises the material Martu outcomes that were experienced by Martu during FY10-14, including the relevant sub-groups and the number of people from each sub-group who were impacted. The order of the outcomes reflects the value of the outcomes (see Section 6).



Material outcomes	Individual outcomes			Community outcomes
	Older rangers (52 people)	Younger male rangers (137 people)	Younger female rangers (71 people)	Martu who are not rangers (213 people)
1.Reinforcement of traditional authority structures				•
2.Maintain connection to country	•	•	•	
3.Cultural knowledge is preserved				•
4. Sense of hope and pride in young Martu	•			
5.Martu knowledge is transferred from older Martu to younger Martu	•			
6.Increased sense of personal fulfilment through reengagement of Martu with their country				•
7.Cultural leadership / Leadership strengthened	•	•		

Table 4.1 – Material Jukurrpa (cultural) outcomes

## 4.4 Outcomes for Government

As a result of the changes experienced by Martu there are flow-on impacts to Government in three portfolio areas: heritage, justice, and employment.

### Heritage

The On-Country programs have assisted the West Australian Government to protect and preserve heritage sites, which is a core function of the Department of Aboriginal Affairs. Martu are collecting knowledge and protecting very remote country that the Department would have little opportunity to work on, given the expense and resources required. As the knowledge is better known Martu can advocate for increased protection of the sites, through the development of protection plans and tracking of the sites.

Over the last five years, KJ's On-Country programs have actively worked in 13 cultural precincts of significance to Martu. Overall, there are approximately 220 significant sites. The sites are significant by virtue of being internationally significant rock art sites, being unique environmental sites, or holding particular cultural and/or historical significance.



*"If KJ had come along ten years later, when a number of the key elders had passed away, it could have been too late. It has been vitally important to get older guys like Minyawu [Miller] involved to pass on his knowledge to the younger generations. The role that KJ plays in facilitating this is crucial."*

*Ben Deslandes, Ranger co-ordinator, Punmu*

## Justice

As described in Section 4.2, some younger male rangers have been drinking less as a result of spending their time doing ranger work. This has contributed to a reduction in alcohol-related crime, and hence less time in jail. It is estimated that incidents arise one in five days that people are drinking in town, and that half of these lead to two interactions with the justice system (for example, an initial arrest and a subsequent court appearance). Overall this equates to an estimated reduction of 1150 alcohol related incidents involving the justice system over the five year period, FY10-14.

In addition, approximately 70 Martu have had their sentences reduced as a result of their involvement with KJ, and the support of KJ Ranger co-ordinators or management in court. Of all Martu that KJ have supported, average sentence reductions range from six to 12 months. Overall, this equates to almost 15,000 less nights in lock up (or seven months on average per person). In lieu of being in jail, these rangers are often doing community work (also known as community service) with KJ. The Western Australian Government, which operates the justice system, is the beneficiary of this outcome.

*"KJ Ranger programs provide stability and a gravitational point for participants within the community, enabling them to be future focused rather than falling into well-worn patterns of dysfunction evident in many traumatised communities."*

*Deen Potter, Magistrate, Pilbara Region*

*"I really strongly and passionately believe that KJ is maintaining civil order in the community. [If KJ were to no longer operate] it's analogous to the police force moving out of a city."*

*Travis Lynn, Teacher, Parnngurr Community School*

## Employment and employability

Successive Australian Governments have had the clear objective of increasing the number of Indigenous Australians that are working.<sup>8</sup> Very few Martu were working prior to KJ's On-Country programs due to a lack of local job opportunities. Over the five year period FY10-14, KJ has employed almost 350 Martu. This contributes directly to the Australian Government's employment objective.

Rangers earn income from their work. The primary alternative source of income for rangers is income support payments. In order to receive nil Newstart payment (the most common income support payment) those eligible must earn an annual income of \$23,422. Across FY10-14, 28 rangers earned sufficient income to be disqualified from receiving income support payments. From a government perspective this translates into a reduction in income support payments. Many rangers consulted indicated that if KJ's On-Country programs were to no longer operate they would be wholly reliant on Centrelink as a source of income.

<sup>8</sup> Council of Australian Government, *Closing the Gap in Indigenous Disadvantage*: <https://www.coag.gov.au/closing-the-gap-in-indigenous-disadvantage>; Department of the Prime Minister and Cabinet, *Indigenous Advancement Strategy*, 2014: <http://www.indigenous.gov.au/indigenous-advancement-strategy>

*"We're always asked about work (by Centrelink, Ashburton), it's good to be able to say that we are working."*

*Nancy Taylor, Ranger and senior elder, Parnngurr*

*"Without KJ we'd be lost and ah... nothing else to do. Just sit around and get the Centrelink payment."*

*Stuart Watson, Ranger, Newman*

Table 4.3 summarises the material outcomes for the Western Australian (WA) and Australian Governments during FY10-14. The order of the outcomes reflects the value of the outcomes (see Section 6).

Category	Material outcomes	WA Government	Australian Government
Heritage	1. Improved knowledge and subsequent protection of heritage sites	•	
Justice	2. Less alcohol related crime	•	
	3. Less time spent in jail	•	
Employment and employability	4. Reduction in income support payments		•
	5. Increased employment of Indigenous Australians		•
	6. More highly skilled Indigenous Australians		•
Health	Out of scope		
Environment	Out of scope		

*Table 4.3 – Material Government outcomes*

## 4.5 Outcomes for other stakeholders

### Corporate and philanthropic partners

Over the past five years, corporate and philanthropic partners have invested over \$3 million into KJ's On-Country programs. These investments are designed to achieve both environmental and social objectives, as they realise that the environmental and social outcomes achieved through their investment in KJ are inextricably linked. As depicted in the program logic above, healthy country is a key component of healthy Martu.

The Nature Conservancy (TNC) manages a large proportion of the private investment in KJ's programs. TNC have described Martu lands as:

Part of the most intact arid ecosystem anywhere on Earth and home to many of Australia's most threatened species, like the Greater Bilby, the Black-flanked Rock-wallaby and the Marsupial Mole. These lands also hold immense cultural significance – extensive rock art galleries and significant Jukurrpa (dreaming) stories. Having lived on-country for at least 5,000 years, the Martu people have an immense depth of traditional knowledge. Their management is central to the ongoing survival of this vast and important arid landscape.<sup>9</sup>

TNC have identified KJ as the only organisation with the capacity to achieve long term conservation of that land, at scale.

With the conservation and capacity-building expertise at TNC, this collaboration has provided a model that can be replicated around the world. As opportunities for creating sustainable landscapes within Indigenous communities and elsewhere continue to arise, this model is successfully demonstrating that leveraging private investment in conservation can lead to favourable outcomes for all.

Corporate partners have identified KJ as having the capacity and sound governance structures in place to deliver positive social outcomes for Martu. From their perspective, KJ enables Martu to look after their country on their own terms, building their skills and capacity and facilitating the transfer of knowledge from older to younger generations. KJ provides companies the opportunity to invest in a highly effective Aboriginal community development initiative.

### Community corporations

Community corporations provide basic services in each of the communities that KJ operates. The community corporations earn more income as a result of KJ employees having increased income to spend in the community shops (run by the corporations), and KJ management purchasing goods and services directly (such as fuel, food and rent). KJ pays community corporations directly for goods and service which increases their income. Given the remoteness of the communities, the community corporations have very few avenues to increase their income. The corporations spend a proportion of the income that they earn on community development activities.

### Martu Trust

The Martu Trust was established to sustainably fund social, economic and cultural development of Martu. This is closely aligned with the objectives of KJ's On-Country programs. The Martu Trust invested over \$180,000 into these programs from FY10-14. KJ enables the Martu Trust to fulfil its mission of supporting social, cultural and economic outcomes for Martu.

<sup>9</sup> The Nature Conservancy, *Companies we work with*, 2014: <http://www.nature.org/about-us/working-with-companies/companies-we-work-with/>

There were no social, economic and cultural outcomes found to be material for some investors (TNC, LotteryWest) beyond those experienced by Martu. If environmental outcomes were in scope there may have been material outcomes for these stakeholders.

## Martumili Artists

Martumili Artists work with new and established artists in Newman and Martu communities. The vast majority of the artists' work depicts Martu lands and culture. Martumili Artists have the resources to take their artists out on-country once per year to gain inspiration for their artworks. Roughly a dozen Martumili Artists, particularly the older females, also work as rangers. Taking part in the On-Country trips provides artists with additional inspiration for their artworks. This creates value for Martumili Artists in terms of artworks sold.

Table 4.4 summarises the material outcomes for the other stakeholders during FY10-14. The order of the outcomes reflects the value of the outcomes (see Section 6).

Stakeholder	Material outcomes
Corporate and philanthropic partners	1. Contribution to corporate and philanthropic partner's sustainability target regarding community investment
Community corporations	2. Increased income for community corporations
Martu Trust	3. Fulfil Martu Trust's mission of supporting social, cultural and economic outcomes for Martu
Martumili Artists	4. Increased artistic inspiration for Martumili Artists through On-Country trips

*Table 4.4 – Material outcomes for other stakeholders*

## 5. Measurement of outcomes

### 5.1 Defining material outcomes for inclusion in the analysis

As set out in Section 4 above, defining the material outcomes for stakeholder groups is a complex exercise. An SROI practitioner must ensure that outcomes for each stakeholder group are unique, accounting for the fact that outcomes occur at different times and at different levels of intensity.

Figure 4.1 depicted the outcomes from the program logic that were deemed to be material. However, not all of these outcomes were included in the SROI analysis, because some were deemed to have been subsumed by outcomes further along the program logic. Figure 5.1 depicts the range of consequences included in the program logic, identifying:

- those material outcomes deemed to be intermediate (and therefore not included in the SROI analysis), as distinct from those included in the analysis; and
- the stakeholder groups that have experienced material outcomes which are included in the analysis.

Material outcomes were observed, identified and tested through stakeholder consultation and in consultation with KJ staff. Members of the KJ management team were independently asked to identify those outcomes included in the program logic which they felt were material, by stakeholder group. The materiality of outcomes was again tested when the number of people experiencing the changes were measured and valued.

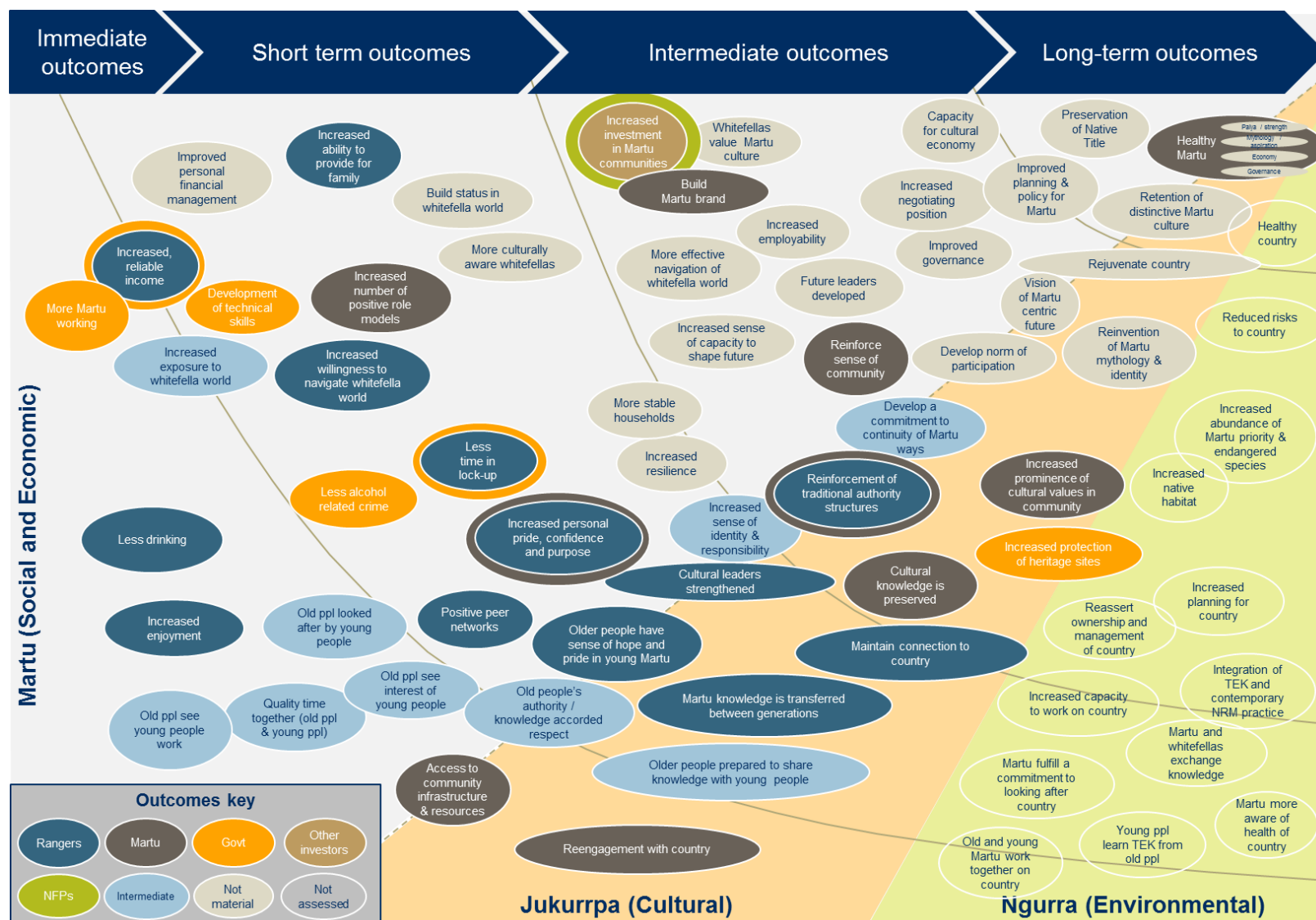


Figure 5.1 – Material and intermediate outcomes by stakeholder group, through KJ's On-Country programs during FY10-14 – Note: print in A3 to read clearly.

## 5.2 Modelling the indicators of change

At the commencement of this project, there had been little data collected over time to indicate the changes experienced by stakeholders and the quantities of stakeholders experiencing those changes. Having identified the material changes experienced by stakeholder group, we worked with KJ staff, using KJ payroll data, to calculate (with reference to both permanent and casual employees):

- the number of people falling within each stakeholder group over the period of investment
- the number of days and hours worked by members of each stakeholder group
- the income by stakeholder group.

As the groups are large and the experience of rangers has varied, it was not possible to count individuals for whom outcomes had, or had not occurred. Instead we used basic threshold assumptions around the level of engagement required to experience the identified outcomes. An example of thresholds used with respect to two Martu outcomes is set out below in table 5.1.

Material outcomes	Indicators	Rationale	Older rangers	Younger male rangers	Younger female rangers
7.Increased personal pride, confidence and purpose	Number of rangers who have worked more than ten times	Once rangers have worked ten times or more they display a noticeable increase in personal pride, confidence and purpose	<i>Outcome not material for stakeholder group</i>	163	115
8.Increased enjoyment	Number of rangers who have worked more than five times	Working more than five times indicates that the rangers find the work enjoyable.	37	172	121

Table 5.1 – Thresholds applied to calculate indicators for Martu outcomes, increased personal pride, confidence and purpose and increased enjoyment

More complex analyses were required to develop appropriate indicators for other outcomes. By way of example, the assumptions underpinning the calculation of the indicator for the Martu outcome, *less drinking*, is set out in table 5.2 below.

Martu Outcome No. 9. Less drinking (younger male and female rangers)	Younger male rangers	Younger female rangers
Days worked by younger rangers over five year period	14,367	6,397
Reduced days spent in town by younger rangers over five year period	7,183	3,199

Martu Outcome No. 9. Less drinking (younger male and female rangers)	Younger male rangers	Younger female rangers
<i>(assumes 50% of days worked would otherwise be spent in town)</i>		
Reduced days spent in town by younger rangers each year	1,437	640
Number of younger rangers whose drinking has reduced <i>(assumes 50 less drinking days per year, per ranger whose drinking has been reduced, on the basis of one week of drinking each month being reduced to one weekend; a common message throughout stakeholder interviews)</i>	29	13

Table 5.2 – Assumptions for arriving at indicator of less drinking amongst younger male and female rangers

The full set of indicators for each of the outcomes valued in this analysis is set out in Appendix 8.

With respect to criminal behaviour associated with alcohol consumption and time spent in jail, we sought access to data records from the Department of Corrective Services and the Police in Jigalong. Unfortunately, very limited data was available to assist us in understanding the extent of reduced criminal activity and the number of rangers whose sentences had been reduced (or the extent of the reduction). Section 8.3 of the report recommends improvements to KJ's measurement and evaluation practices to enable more robust future analyses.



## 6. Valuing the outcomes

### 6.1 Approach to valuation

#### Financial proxies

Financial proxies are used to value an outcome where there is no market value. The use of proxies in this SROI forms a critical component of the valuation exercise as most of the outcomes identified have no market values. There are a number of techniques used to identify financial proxies and value outcomes. Importantly, within an SROI, the financial proxy reflects the value that the stakeholder experiencing the change places on the outcome. This could be obtained directly through stakeholder consultation, or indirectly through research. Techniques for valuing outcomes are set out in Appendix 6.

The financial proxies approximate the value of the outcome from the stakeholders' point of view. The main challenge faced when determining the most appropriate proxy for the outcomes experienced by stakeholders was being able to explain the concept of financial valuation. In determining appropriate financial proxies, we primarily relied on:

- *Interviews:* When asked directly 'how do you value this outcome', very few interviewees offered a financial value that they would be willing to pay for the outcome and only occasionally did interviewees suggest similar ways to achieve the same result. However, most interviewees were comfortable ordering the outcomes from most to least valuable. Once key outcomes were identified in consultation, we drew these outcomes and asked interviewees to rank them in order of importance. This proved a valuable reference point when testing appropriate financial proxies.
- *Discussion with KJ staff:* As attempts to determine the financial proxies through stakeholder consultation were largely unsuccessful, we relied heavily on developing and testing financial proxies with KJ staff, based on their experience working with Martu and their understanding of the value that Martu place on individual outcomes.

Financial proxies in this SROI analysis have been identified primarily by using the revealed preference technique, which looks at the market price of a similar service, program or activity that could have achieve a similar outcome for the stakeholder. Other techniques used include potential resource reallocation from changes in demand for service and cash transactions. Examples of each of these techniques in the context of the outcomes identified in this analysis are as follows:

- *Revealed preference:* When valuing the outcome *increased personal pride, confidence and purpose* for KJ rangers, we used the cost of intensive counselling (\$4,925) as a financial proxy, being an alternative approach to achieve the outcome.
- *Resource reallocation:* When valuing the outcome *less alcohol related crime* from the perspective of the WA Department of Corrections, we referred to the average cost to the Department per contact point with the justice system, calculated as \$3,659. For every contact point avoided on account of a reduction in alcohol related crime attributable to KJ's On-Country programs, \$3,659 worth of Department resources was freed up for other purposes.
- *Cash transaction:* When valuing the outcome *increase in taxation revenue* flowing to the Australian Government on account of KJ's On-Country programs, we calculated the average amount of tax paid by KJ's Martu employees. This represents an actual cash transaction.

All financial proxies along with a description of their rationales and the approach to calculation are set out in Appendix 9.

## Valuation filters

To present an accurate view of the unique value created through KJ's On-Country programs, valuation filters (SROI filters) are applied to the financial proxies. This is in accordance with the SROI principle of not over-claiming. Different techniques were used to identify the most appropriate filter for each of the outcomes, including SROI filter assumption categories (see Appendix 7).

- *Deadweight:* To estimate how much of the change would have happened anyway (i.e. without the intervention of KJ), stakeholders were asked to estimate the degree to which they believe the change would have occurred anyway. While preferable, it was not possible to use comparable population data as none was available. Deadweight is applied to a limited numbers of outcomes, reflecting the minimal resources and opportunities for Martu to otherwise achieve the identified outcomes. Where deadweight has been applied, it has been applied at the minimal 25 per cent, usually on the basis that there would have been some other limited opportunities to achieve the outcome through informal means (e.g. the preservation or transfer of Martu knowledge).
- *Attribution:* Attribution estimates how much of the change was as a result of other stakeholders or activities which were not included in the investment. An understanding of the contribution of others to each outcome was determined through stakeholder engagement and applied to assumption categories to calculate attribution. The attribution filter was applied to very few of the identified outcomes and where it was, it was almost always at the minimum 25 per cent. This reflects the fact that very few other organisations, programs or activities are successfully engaging with Martu in community. The primary exception is Martumili Artists, which has contributed to increased income, enjoyment, pride, confidence and purpose amongst older rangers, as well as contributing to the preservation of Martu culture.
- *Displacement:* Stakeholder consultations were used to identify if any of the outcomes will displace other activities. No outcomes were identified as being displaced as a result of KJ's On-Country programs.
- *Duration:* Duration refers to how long an outcome lasts for. Most of the identified outcomes were confined to the period of investment (five years), indicating that significant, ongoing investment is required to embed the outcomes generated to date and continue to address the challenges faced by Martu communities.

Valuation filters applied to relevant outcomes are set out in full in Appendix 10. All outcomes not appearing in Appendix 10 are deemed to occur within the period of investment and have not been subject to filters of deadweight, attribution or drop-off for the reasons set out above.

## Valuing outcomes

The total adjusted value is the value calculated for each outcome, which takes into account the following components:

- Quantity: the number of stakeholders that will experience an outcome
- Financial proxy: value of the outcome
- SROI filters: accounting for whether the outcome would have happened anyway (deadweight), who else will contribute to the change (attribution), whether the outcome will displace other activities or outcomes (displacement) and the how long the outcome will last for (duration and drop off)

The application of the SROI filters results in an adjusted value for each financial proxy identified for the analysis. This adjusted value represents the value of the outcome that can be solely attributed to the investment described in this analysis. A worked example of the adjusted value for the outcome *Martu knowledge is transferred from older Martu to younger Martu (from the perspective of younger rangers)*, is set out in Figure 6.1 below.



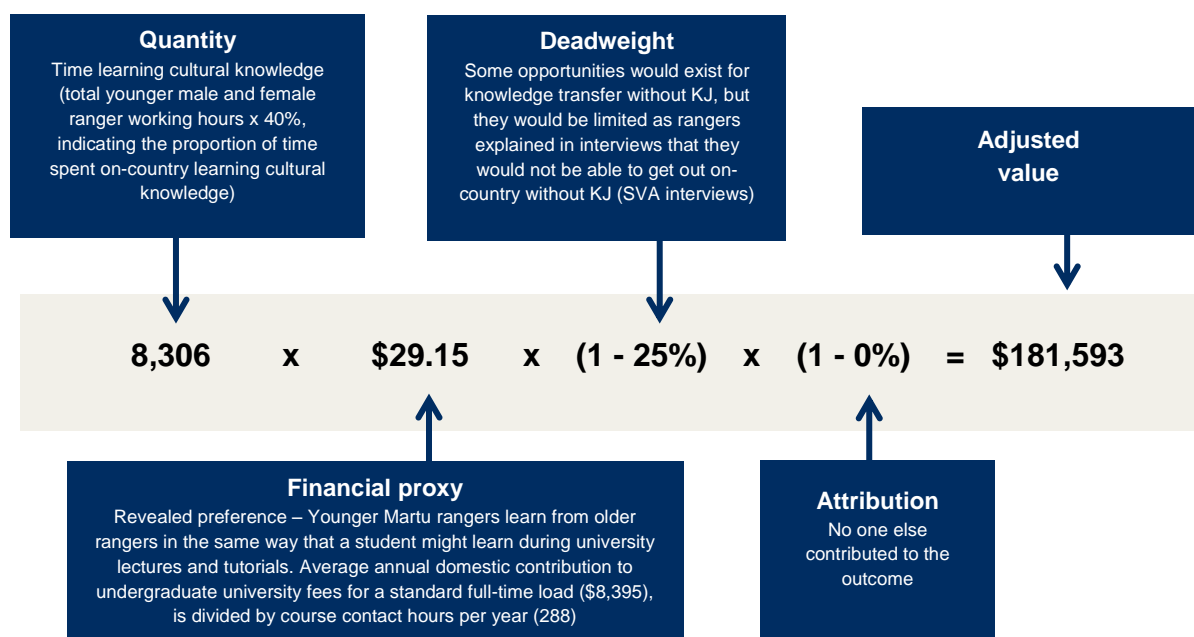


Figure 6.1 – Worked example for adjusted value of the outcome

## 6.2 Valuing the outcomes created by KJ's On-Country programs

The total adjusted value for outcomes sums the value created for each group of stakeholders experiencing change and also incorporates duration and drop-off. The following table is a summary of the total adjusted for all of the outcomes experienced by each stakeholder group.

Outcomes	Total value for outcome ('000)	Value per stakeholder group ('000)
<b>1. Martu community members</b>		
<i>Jukurrpa (Cultural)</i>	\$17,337	\$38,669 (68%)
1. Reinforcement of traditional authority structures	\$6,676	
2. Maintain connection to country	\$4,297	
3. Cultural knowledge is preserved	\$2,986	
4. Sense of hope and pride in young Martu	\$1,496	
5. Martu knowledge is transferred from older Martu to younger Martu	\$790	
6. Increased sense of personal fulfilment through reengagement of Martu with their country	\$613	
7. Cultural leadership / Leadership strengthened	\$479	
<i>Martu (Social and Economic)</i>	\$21,332	
1. Increased information relevant to preserving Native Title	\$3,438	
2. A stronger foundation and purpose for the community to continue	\$3,329	
3. Less time in lock up	\$2,654	

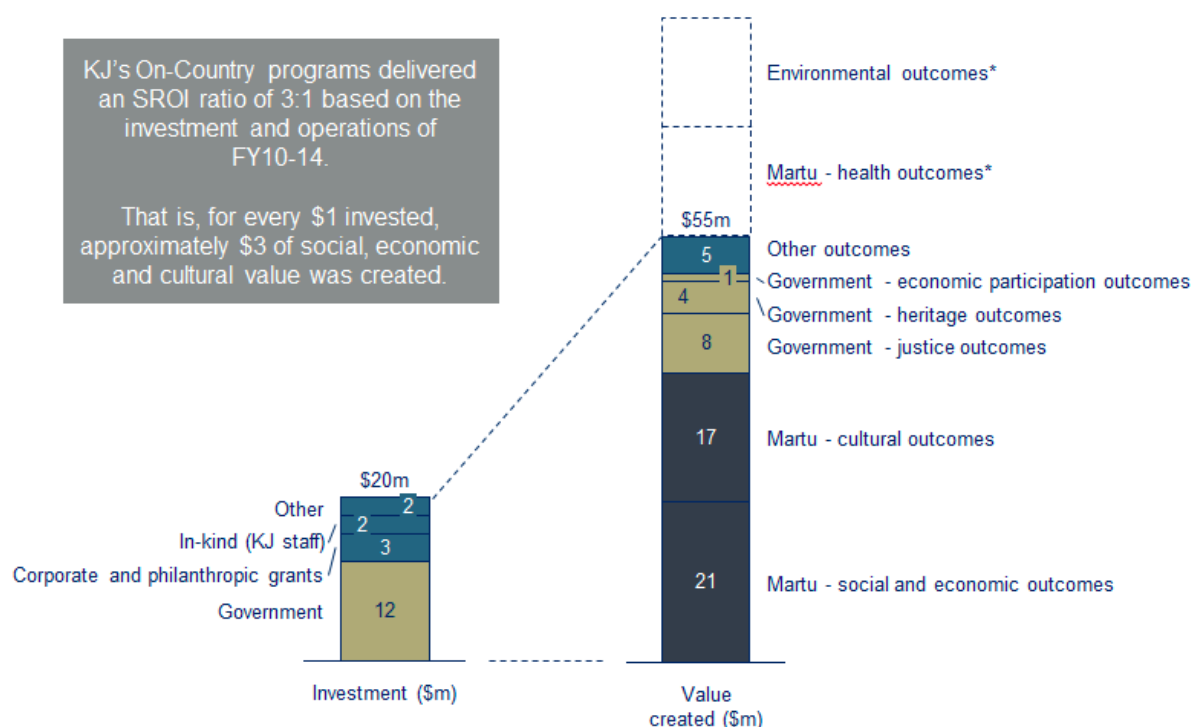
4. Increased income / ability to provide for family	\$2,647	
5. Increased pride in family members (who are rangers)	\$2,643	
6. Creation of a community meeting place in community	\$1,887	
7. Increased personal pride, confidence and purpose	\$1,454	
8. Increased enjoyment	\$1,454	
9. Less drinking	\$896	
10. Increased exposure to positive role models	\$550	
11. Increased willingness to navigate whitefella world	\$313	
12. Positive peer network with a common purpose	\$66	
<b>2. Government</b>		
1. Improved knowledge and subsequent protection of heritage sites	\$4,369	\$13,255 (23%)
2. Less alcohol related crime	\$4,208	
3. Less time spent in jail	\$3,749	
4. Reduction in income support payments	\$449	
5. Increased employment of Indigenous Australians	\$309	
6. More highly skilled Indigenous Australians	\$172	
<b>3. Other investors</b>		
1. Contribution to corporate and philanthropic partner's sustainability target regarding community investment	\$3,553	\$3,765 (7%)
2. Fulfil Martu Trust's mission of supporting social, cultural and economic outcomes for Martu	\$212	
<b>4. Not-for-profits operating in Martu communities</b>		
1. Increased income for community corporations	\$965	\$1,103 (2%)
2. Increased artistic inspiration through On-Country trips	\$137	
<b>Sub-total</b>	<b>\$56.8m</b>	<b>\$56.8m</b>
<b>Total after discounting (see section 7.1)</b>	<b>\$55.3m</b>	<b>\$55.3m</b>

Table 6.1 – Value created by stakeholder group

## 7. Results of the analysis

### 7.1 Return on investment

The total adjusted value for all of the outcomes experienced by each stakeholder group was \$55.3m, as set out above in Table 6.1. When the present value of investment is factored in, KJ's On-Country programs return an SROI ratio of 3:1. The SROI ratio is generated by comparing the total value of the adjusted outcomes experienced by stakeholders to the investment required to create the value. That comparison is depicted below in figure 7.1.



\* Environmental and health outcomes were out of scope of the analysis. It is anticipated that these outcomes have generated substantial value for stakeholders.

Figure 7.1 – Value created by KJ's On-Country programs, with reference to investment and source

There are a number of issues that need to be considered when interpreting the SROI ratio. Some of the key issues include:

- The values for the outcomes created are estimates and provide an indication of the value that was generated through KJ's programs.
- The SROI ratio represents the additional value created, based on the SROI principles. This is the unique value that is created by KJ's programs attributable to the investment for this specific period.
- Environmental and health outcomes have not been accounted for as they were out of scope for this project.
- SROI ratios should not be compared between organisations without having a clear understanding of each organisation's mission, strategy, program or stakeholder logic, geographic location and stage of development. A judgement about investment decisions can only be made when using comparable data.
- To calculate the present value, the costs and benefits incurred or generated in different time periods need to be aggregated. For these costs and benefits to be comparable, a process

called discounting is used. A discount rate of 3.5% was used, which was the Reserve Bank of Australia's cash rate as at December 2012 (the mid-point of the investment period).

## 7.2 Comparison to the 2011 SROI analysis

In 2011, SVA Consulting conducted a baseline SROI analysis of KJ's On-Country programs for FY10-11. At this time the mens' ranger teams were still being established in Jigalong and Parnngurr, and were yet to start in Punmu. Fifty-six people had been employed as rangers. Mankarr (Caring for Country) work had been carried out across the three communities for one to two years. Five Kalyuku Ninti trips had taken place across the two years.

The 2011 SROI analysis resulted in an indicative SROI ratio of 4:1. This was based on \$19.0m of value being generated from a total investment of \$4.8m. The following factors have contributed to the differences in the 2011 SROI ratio and the 2014 SROI ratio:

- The per annum investment amount for the 2014 analysis is far greater than the amount for the 2011 analysis – the average cash investment for the FY10-11 period of the 2011 analysis was \$3.0m per annum, this figure rose to \$4.9m per annum for the FY12-14 period of the 2014 analysis. This means that a greater amount of social value needed to be generated to exceed the investment made (to match or exceed the indicative 2011 SROI ratio).
- There were no Kalyuku Ninti (Return to Country) trips in FY12, therefore the outcomes associated with these trips were not generated during this period.
- The outcome "Increased whitefella understanding of Martu traditional ecological knowledge (TEK)" was excluded from the 2014 analysis as environmental outcomes are out of scope. In 2011 this outcome was estimated to have contributed approximately \$964,000 in social value.
- A more conservative estimate of the duration of the cultural knowledge transfer outcome has been used in the 2014 analysis (reduced from 30 years to 20 years) to more accurately reflect the timeframe of a Martu generation.
- Since 2011 the SROI methodology has become more refined. Standard SROI filter assumptions are now used in the valuation of outcomes (see Appendix 7). The deadweight for the cultural knowledge transfer outcomes increased from 5 per cent in the 2011 analysis to 25 per cent in the 2014 analysis.

Overall, the decrease in the ratio does not represent a decrease in the impact of the programs.

## 7.3 Testing assumptions

It is important that the SROI calculations are tested by understanding how the judgements made throughout the analysis affect the final result. The judgements that are most likely to influence the SROI ratio were identified, and sensitivity analysis was conducted to see how sensitive the ratio was to changes in these judgements. To decide which judgements to test, two key questions were considered:

- **How much evidence is there to justify our judgement?** The less evidence available, the more important it is to test.
- **How much does it affect the final result?** The greater the impact, the more important it is to test.

The assumptions that were tested in the sensitivity analysis for this report are set out in in Table 7.1 below.



	Variable	Baseline judgement	Low case	High case
1	Unique number of rangers	348	275	435
2	Allocation of ranger working hours across outcomes	<p>Caring for country: 40% total working hours</p> <p>Knowledge transfer: 40% total working hours</p> <p>Cultural leadership strengthened: 20% total working hours</p>	<p>Caring for country: 10% total working hours</p> <p>Knowledge transfer: 70% total working hours</p> <p>Cultural leadership strengthened: 20% total working hours</p>	<p>Caring for country: 80% total working hours</p> <p>Knowledge transfer: 70% total working hours (overlap with time spent caring for country)</p> <p>Cultural leadership strengthened: 20% total working hours</p>
3	Duration of outcome: Reinforcement of traditional authority structures	6 (period of investment + 5 years)	1 (period of investment)	11 (period of investment + 10 years)
4	Days that would otherwise be spent drinking	<p>50% of days worked that would otherwise have been spent in town</p> <p>80% of days in town spent on the grog</p>	<p>25% of days worked that would otherwise have been spent in town</p> <p>25% of days in town spent on the grog</p>	<p>75% of days worked that would otherwise have been spent in town</p> <p>80% of days in town spent on the grog</p>
5	Average length of jail sentence reduction	214 average duration of sentence avoided (days)	160 average duration of sentence avoided (days)	267 average duration of sentence avoided (days)
<b>Social Return \$ per \$</b>		<b>2.8</b>	<b>2.0</b>	<b>3.4</b>

Table 7.1 – Sensitivity analysis on identified variables

As with any financial modelling, it is expected that changes to underlying assumptions will result in changes to the SROI ratio. In the high and low scenarios tested in this sensitivity analysis, the SROI ratio remains in the range of 2.0:1 to 3.4:1, indicating that – even with the most conservative of assumptions – the social value created by KJ’s On-Country programs is likely to be in excess of the investment in those programs.

In the future, it will be important for KJ to collect data related to the most sensitive variables over time to ensure that estimates are robust and that the programs are creating the estimated level of social return on investment. In particular, data needs to be collected on:



- employee characteristics (e.g. age, gender, community)
- level of activity (e.g. work patterns, income, events involving children, training undertaken)
- direct and indirect indicators of material outcomes (e.g. change in alcohol consumption, level of connection to country, change in the amount of time rangers have spent in jail).



## 8. Insights and recommendations

### 8.1 Creation of value

This analysis demonstrates that KJ's On-Country programs have generated significant social, economic and cultural outcomes for Martu – both at an individual and community level – and for other stakeholders with an interest in Martu communities. The achievement of these outcomes is entirely dependent on the engagement of Martu on-country. The more time that Martu spend on-country, the greater the value created by KJ's On-Country programs.

*"When people go out on-country they say, 'I'm here, I know who I am and I know where I come from, and I'm going to take charge of my life,' and in doing so, they're dealing with the dysfunctional aspects of their lives and their families' lives. So you're dealing with the social issues that are going on in town – but you're dealing with them out on-country – through a social, cultural and spiritual healing process."*

*Darren Farmer, Martu Translator, Wiluna*

#### Value by stakeholder group

Overall the largest proportion of value generated accrues to Martu (68% of value):

- The Martu community as a whole is the biggest beneficiary (39% of value)
- Within the Martu ranger group employed by KJ, younger males accrue the greatest proportion of total value (16%), followed by older rangers (8%) and younger females (5%)

These differences are driven by the number of outcomes the different sub-groups experience, the size of the sub-groups, the duration for which the outcomes are deemed to last and the intensity of their involvement with KJ. When compared with other ranger sub-groups, a greater number of younger males have worked on a more regular basis, over a longer period of time, and have therefore experienced a broader range of outcomes.

Much of the remaining value accrues to the WA and Australian Governments (23%) through justice, heritage, employment and employability outcomes. Additional benefits that would accrue to Government (environmental and health outcomes) are out of scope.

It is worth noting that changes in the behaviour of a relatively small number of rangers generates large savings for Government through potential resource reallocation within the justice system (as a result of a reduction in alcohol related crime among rangers and rangers spending less time in jail). KJ is working with the WA Government to develop a sentencing diversion program, which would lead to more young people being diverted to On-Country programs rather than to prison. This formalisation of an existing, informal process should lead to substantial savings over time.

#### Value by outcome type

For Martu, the split between the value attributed to Martu (social and economic) (38%) and Jukurrpa (cultural) (31%) outcomes was relatively even. This validates the program logic in reinforcing the importance of both the Martu and Jukurrpa logic threads in achieving healthy Martu.

Ancillary social outcomes are a key driver of value created by KJ's On-Country programs. While ranger programs are often viewed, first and foremost, as employment and land management programs, this analysis has identified the creation of significant social value in other areas. For instance, one of the most valuable outcomes for younger male rangers was less time in lock up (\$2.6m), due to the role that KJ has played in supporting rangers through the justice system. The WA



Government benefited significantly from a reduction in the number of Martu in jail (estimated \$3.7m) – through community orders or reduced sentences – and a reduction in alcohol related crime (estimated \$4.2m).

Furthermore, there are clear health benefits for Martu associated with reduced alcohol consumption that could not be included in this analysis due to an absence of data and the difficulty of quantifying short-term health outcomes.

This analysis supports the recent assertion of the Minister of Indigenous Affairs, the Honorable Nigel Scullion, that “there’s no doubt that in communities where children are going to school and adults are going to work, levels of violence, imprisonment and juvenile detention, mental health and the whole range of indicators is improved.”<sup>10</sup>

*"The programs run by KJ Rangers in the various Martu communities have the potential to break cycles of bad health, regular interaction with the justice system leading to incarceration, dysfunction and trauma. These programs can aid in reconciliation and healing within the communities as participants come together to learn about and look after country and develop a deeper understanding about themselves and the possibilities for their future."*

*Deen Potter, Magistrate, Pilbara Region*

## Value over time

The vast majority of value was created during or soon after the period of investment:

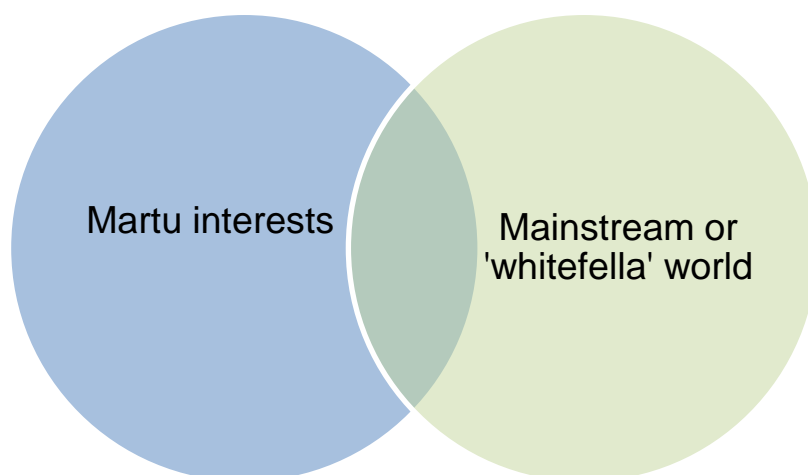
- 73 per cent of the value was created during the investment period
- Most of the remaining value (24%) is expected to be created in the subsequent five years.

This indicates that, at this point in time, continued investment in the On-Country programs is required to sustain the changes. In consultations, a significant majority of Martu community members and service delivery stakeholders indicated that KJ’s impact would not be sustained without the on-going presence of KJ ranger co-ordinators in the communities. This reflects the short period of time for which KJ’s On-Country programs have been operational and the need for a long term approach. Exceptions include the transfer of cultural knowledge and strengthened leadership which are expected to continue to be present for a longer duration.

## 8.2 Reasons for success

KJ has demonstrated success where many other initiatives have failed, by improving the lives of Aboriginal Australians. That success is predicated on the alignment of Martu interests with those of mainstream Australia:

<sup>10</sup> Media Release, ‘2014 Overcoming Indigenous Disadvantage Report supports Government’s approach’, 19 November 2014



- **Martu interests:** Overwhelmingly, Martu want to spend time on-country, caring for their country. KJ's On-Country programs enable Martu to fulfil their desire to live in Martu desert communities and to care for their country, rather than moving to town to live. Recognition of the importance of, and interrelationship between, Ngurra (country), Martu (people) and Jukurrpa (culture) outcomes has ensured that the programs resonate with Martu and make a substantial contribution to the long-term aim of a healthy and vibrant Martu community.
- **Mainstream or 'whitefella' world:** Concurrently, the Australian and Western Australian Governments value the creation of sustainable employment for Indigenous Australians and the conservation and management of land encompassed by the Martu native title determination. Private investors have demonstrated a willingness to fund the conservation of a globally significant contiguous area of Western Desert arid lands and to support the development of Indigenous communities proximate to their operations. The outcomes identified in this report further supplement these environmental outcomes.

*"KJ is the jewel in the crown of Australian government funded ranger programs."*

*Former Relationship Manager, Department of Prime Minister and Cabinet*

*"I've never seen an organisation run as well as KJ in Indigenous affairs. They're dynamite!"*

*Ben Puglisi, Community Manager, Parnngurr*

Equally important to the success of KJ's programs has been the strength of relationships between Martu and KJ management. Those relationships have been built up through an extended period of continuous engagement by key personnel predating the establishment of KJ. In more recent years, KJ has also been able to attract and retain extremely capable ranger coordinators who have successfully fulfilled the legacy of KJ's founders with a continued presence on the ground.

*"KJ Rangers provides a real benchmark for other ranger programs; the non-indigenous staff in the community are extraordinary."*

*Deen Potter, Magistrate, Pilbara Region*

Since commencement of the On-Country programs, KJ has achieved extraordinary scale within Martu communities, employing 275 Martu in FY14. Such widespread engagement has enabled KJ to achieve pervasive impact throughout the communities in which it works. Martu have also

demonstrated their collective ownership of the organisation, with 180 Martu members and an all Martu Board.

*"We're all supporting KJ very strongly, we're very proud."*

*Jimmy Williams, Community Leader, Parnngurr*

## 8.3 Recommendations

KJ has demonstrated impressive self-awareness and willingness to innovate in order to fulfil its strategic objectives. Recent examples include the development of a leadership program explicitly designed to target longer term Martu (social and economic) outcomes and a proposal to introduce a junior ranger program.

The four recommendations that follow seek to identify ways in which KJ could increase, or better understand, the social, economic and cultural value that its On-Country programs are creating. In some instances, KJ has already taken steps to address these recommendations, but there is recognition that more could be done to achieve greater value for stakeholders. KJ's capacity to respond to each of these recommendations will be contingent on access to additional funding.

### 1. Increase the breadth and depth of Martu engagement on-country

#### *Expand into other communities*

The most intuitive approach to increasing the impact of KJ's programs is to increase the number of people involved. As explained above (see section 8.2), KJ has achieved impressive scale in the communities in which it operates, however, there remains demand for KJ's On-Country programs in other Martu communities.

When the 2011 SROI analysis was completed, KJ's presence in Punmu was extremely limited. Three years later, the ranger program in Punmu has grown to be commensurate with that of Parnngurr. Accordingly, the number of rangers has increased, and the number of Martu impacted by KJ's work has also grown.

Currently, there are two Kunawarritji rangers working occasionally with the Punmu ranger team. There is demand for a ranger coordinator in Kunawarritji and at least one member of the KJ Board is further convinced of the case for a ranger team in the coastal town of Bidyadanga. While costly, expansion into other communities would enable KJ to spread and therefore increase the impact of its On-Country programs.

*"I want to be a Ranger and I've got four other blokes in town who would sign up today if we had the money. At the moment, those guys are just on Centrelink."*

*Andrew Minyardie, KJ Board Member, Bidyadanga*

#### *Increased engagement of casual rangers*

Another approach to increasing engagement is to target more regular employment of existing casual rangers. Martu who work more frequently experience more change than those who do not, particularly through increased income and the development of positive peer networks.

While KJ employed 275 Martu in FY14, only 12 per cent were permanent employees. The majority of the 243 Martu employed casually in that year worked for less than 20 days (or 2 days per month). KJ has begun to transition more casual employees onto permanent part-time contracts where

appropriate, but this usually occurs following recognition of a sustained commitment (i.e. the transition to permanent employment is not necessarily a catalyst of more regular engagement).

KJ should continue to build expectations amongst Martu around participation, with the long-term objective of replicating the practices of a mainstream employer. Ranger coordinators should explore initiatives designed to increase the regularity of employment amongst casual rangers and share their success, or otherwise, in increasing engagement.

**Recommendation 1:** Increase the breadth and depth of Martu engagement on-country, through expansion of programs into other communities and more regular engagement of casual rangers

## 2. Increase formal engagement of Martu children and adolescents in On-Country programs

A common theme in consultation was the desire to increase engagement of Martu children and adolescents in KJ's on-country programs with the objectives of:

- improving engagement in education amongst Martu children and adolescents
- improving school retention amongst Martu adolescents
- offering an attractive pathway from school into regular employment
- providing a reason for young Martu to stay in community and thus reducing the likelihood of alcohol abuse and time in lock-up.

There is a high degree of interest in ranger work amongst children; they often mimic the activities of rangers and identify ranger work when asked of their career aspirations. However, it is not clear that KJ is always able to effectively engage adolescent Martu at the point of their departure from the education system and offer a clear pathway into ranger work and other employment opportunities. Increased engagement of children and adolescents would contribute to outcomes at a community level and create a pipeline of future rangers.

*"I run mini-ranger classes with the young kids. They make their own ranger t-shirts and mimic what the rangers do, picking up samples."*

*Sarah Mortimer, Teacher, RAWA School, Punmu*

There are three complementary approaches that KJ could take to achieve this objective:

- a) Increase the number of family trips to engage young children. A pilot trip departing from Jigalong took place in October 2014 to test the feasibility of family trips. The pilot was organised in collaboration with World Vision, which provides early childhood development programs in Martu communities. Further trips should be organised in 2015 to capitalise on this momentum.
- b) Increase collaboration with the three community schools to organise regular school trips and integrate ranger activities into the school curriculum. Relations with the three schools have waned in recent years and the school holiday program has recently ceased, with the winding up of the Martu Trust, which funded the initiative. KJ should reinvigorate its relationships with the schools and develop initiatives to increase its engagement with school aged children.
- c) Introduce a junior ranger program, which would feed directly into the existing programs and might also be run in tandem with the schools. A junior ranger program would be heavily contingent on additional funding, which KJ recently sought through an Indigenous Advancement Strategy funding submission.

**Recommendation 2:** Seek additional resources to increase engagement of Martu children and adolescents, including through family trips, school partnerships and a junior ranger program

### 3. Develop a more comprehensive approach to tackling acute social issues

As set out above (see section 8.1), KJ's On-Country programs generate a wide-range of positive social outcomes in Martu communities (e.g. employment, justice and health). Through engagement of Martu on-country, and consequential diversion from destructive behaviours, KJ's On-Country programs may be viewed as a preventative service operating within several at-risk communities. However, KJ is not equipped to provide remedial support for acute issues. For instance:

- Suicide is a persistent problem in Martu communities. While ranger work increases pride, confidence and purpose in rangers and provides a valuable distraction from dysfunctional aspects of community and family life, KJ is not in a position to provide intense psychiatric support required by those with acute mental illness.
- The remote location of ranger work also poses the risk of enforced detoxification for those with chronic alcohol dependence, which poses serious health risks, the likes of which KJ is not currently equipped to manage. There may be an opportunity for KJ to improve its capacity to manage acute alcohol dependence, whilst also mitigating associated risk to the organisation.

One approach to tackling acute social issues may be to partner with other service providers, which are equipped with the necessary skills and expertise to compliment KJ's On-Country programs. KJ currently enjoys strong relationships with several other service providers, including World Vision (see above) and the Department of Corrective Services (offering community service diversionary work for Martu offenders). There are also challenges associated with identifying effective partners in the remote and culturally complex locations in which KJ operates. Nevertheless, KJ should continue to explore opportunities to collaborate with specialist service providers – or advocate for increased awareness and funding where appropriate – to tackle acute social issues in Martu communities.

**Recommendation 3:** Develop a more comprehensive approach to tackling acute social issues such as mental illness, suicide prevention and chronic alcohol dependence

### 4. Improve ongoing impact measurement and evaluation

KJ currently collects some data in relation to the outcomes that its programs generate, however, data collection is inconsistent and focused on activities (for the purposes of funding acquittals) rather than outcomes.

This SROI analysis identified the stakeholder groups that are impacted by KJ's on-country programs and the outcomes that are most highly valued by these groups. However, in the absence of data regarding the number of people experiencing outcomes and the extent of those outcomes, a number of professional judgments, based on stakeholder consultation, were required to complete the analysis. Measurement and evaluation of KJ's On-Country programs should focus on improving the data available for future analyses.

Improvement of measurement and evaluation will need to come from within KJ, but could also be driven in collaboration with other service providers. For instance:

- Several valuations in this report have been constrained by a lack of data in relation to alcohol related crime and time spent in jail. KJ could seek closer collaboration with the Department of Corrective Services to accurately measure and evaluate the effectiveness of its programs in

achieving the relevant outcomes identified in this report, giving the analysis greater rigour in future years.

- The Jigalong Medical Clinic identified the opportunity to develop a partnership in relation to the collection of health outcomes, through the identification of those in community undertaking regular ranger work. While health outcomes were excluded from this report, improved data collection over time may enable these outcomes to be included in future analyses.

While this SROI analysis is an important step in the process of evaluating the impact of KJ's programs, on-going measurement and evaluation will enable KJ to drive continual improvement and tell a powerful story to existing and potential funders.

*"We need to remember that KJ is still a very young organisation. We won't know the true impact of its work for another 20 years and even then the results will be preliminary."*

*Neil Gordon, Senior Sergeant, Jigalong*

**Recommendation 4:** Collect data on an on-going basis to assess the impact of KJ's On-Country programs, refine the programs to increase impact and communicate KJ's impact to stakeholders





## 9. Appendices

All appendices have been published separately in a methodological attachment to this report. Those appendices, referenced throughout this report, are as follows:

1. SROI principles
2. SROI methodology
3. Interview guides
4. List of interviewees
5. Stakeholder groups
6. Valuation filters
7. SROI filter assumptions
8. Measurement
9. Financial proxies
10. Valuation filters

The methodological attachment is available upon request from KJ. To obtain a copy, please email your request to: [admin@kj.org.au](mailto:admin@kj.org.au)