Kanyirninpa Jukurrpa

Evaluative Social Return on Investment

Executive Summary

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

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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.
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.

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*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 programs are looking to KJ Rangers to help develop its next generation of leaders."

Deen Potter, Magistrate, Pilbara Region

For more information about KJ’s On-Country programs, or for a copy of the full report, contact:
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