



AUSTRALIA PROGRAM STRATEGIC PLAN
WORLD VISION AUSTRALIA 2009-2011



FOREWORD

It is often said that the history of Indigenous affairs is littered with policy and program failures. Good intentions haven't always translated into good outcomes. This narrative of failure ignores the strength and resilience of Aboriginal and Torres Strait Islander people. It glosses over the many successes and it obscures the many opportunities to work in partnership to secure the social, cultural, economic and spiritual wellbeing of Aboriginal and Torres Strait Islander Australians.

If, as a nation, we are to transform the lives of Indigenous children and their communities by tackling the causes of poverty then we need to build our solutions using strong evidence about what works. We need to keep in mind that there are no silver bullets, no 'one-size-fits-all' approach, just local solutions to local problems linked in to regional, state and national frameworks.

Report after report has told us that successfully addressing Aboriginal and Torres Strait Islander disadvantage requires genuine engagement between Indigenous communities and their program partners, be they government or non-government organisations. People in Aboriginal and Torres Strait Islander communities must participate in defining the nature of the problems they face and in designing the solutions that best fit local circumstances.

In my work in Australia and abroad, I have found that the door is always open to organisations and people with technical expertise who are prepared to commit for the long haul – to build the trust necessary for effective partnerships in development. There is an important role for

“...successfully addressing Aboriginal and Torres Strait Islander disadvantage requires genuine engagement...”



non-government organisations, like World Vision Australia, to play in supporting the social and economic development of Australia's Indigenous communities. World Vision brings to its work in Australia 50 years of experience in serving disadvantaged communities around the world through its transformational development approach.

The Board of World Vision Australia is making a strategic investment in its Australia Program to help realise in our own backyard the vision of life in all its fullness for every child.

A handwritten signature in black ink, appearing to read 'Tim Costello'.

Tim Costello
World Vision Australia Chief Executive

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EXECUTIVE SUMMARY

World Vision Australia's Australia Program works to alleviate poverty and disadvantage by applying World Vision's transformational development approach here in Australia. World Vision Australia's Indigenous programs work to alleviate disadvantage among Aboriginal and Torres Strait Islander Australians, while the KIDS HOPE AUS. program focuses on children at-risk.

The Board of World Vision Australia is making a strategic investment to significantly grow the Australia Program over the next three years. The Australia Program Strategy 2009-2011 will direct the growth and guide the programming decisions of the Australia Program over that period.

The Australia Program's current focus on Indigenous Australians and children at-risk will continue through the life of this strategy. However, World Vision Australia is called to respond to disadvantage faced by other sections of the Australian community and will, over the next three years, start planning our response to this.

In the coming three years, World Vision Australia will implement a suite of programs and projects in Australia across four key action areas: Child-focussed Development; Socio-economic Development; Governance and Practice; and Environment.

In implementing this strategy, World Vision Australia will place a high priority on program effectiveness through monitoring, evaluation, reflection and learning.

In doing so, World Vision Australia seeks to realise in Australia its vision of life in all its fullness for every child.

Key action area	Program/project types
Child-focussed Development	Early Childhood Care and Development
	Child and Youth Development (including KIDS HOPE AUS.)
Socio-economic Development	Indigenous Art (including Birrung Gallery)
	Home Ownership on Communal Lands
	Mining Engagement
Governance and Practice	Leadership and governance
	Best practice information exchange
Environment	Natural resource management
	Climate change capacity building
	Sustainable livelihoods from natural resource management and/or carbon enterprises



WORLD VISION AUSTRALIA AND THE AUSTRALIA PROGRAM

World Vision Australia

World Vision Australia, established in 1966, is part of the World Vision International partnership which operates in more than 90 countries. We are a Christian relief, development and advocacy organisation, dedicated to working with children, families and communities to overcome poverty and injustice. We are committed to serving people in need regardless of religion, race or gender.

Our vision: Our vision for every child, life in all its fullness; Our prayer for every heart, the will to make it so.

Our mission: We are a Christian relief, development and advocacy organisation that seeks to transform the lives of children and communities by tackling the causes of poverty.

Our values: We are Christian; We are committed to the poor; We value people; We are responsive; We are partners; We are stewards.

How we work

Our principles

World Vision Australia's **Christian commitment** is the foundation of our work. We seek to follow Jesus in his: identification with the poor and the oppressed; special concern for children; respect for the equal dignity of women and men;

“...Australia Program aims to design and implement successful programs that tackle the causes of poverty...”

and in his challenge to unjust attitudes and systems. Our focus is on responding to human need, and how our compassion and professionalism reflect our faith. We respect the religious beliefs and practices in communities where we operate. World Vision Australia does not proselytise (actively recruit converts) and is firmly opposed to coercion of any kind.

World Vision is a **child-focused** organisation committed to securing the physical, emotional, social, spiritual and material wellbeing of children. Our international development experience has shown us that lasting benefits for children come from fostering the development of a child's family and community.

In keeping with these commitments, World Vision Australia's Australia Program aims to design and implement successful programs that tackle the causes of poverty and transform the lives of children and communities, guided by the following principles:

- We believe communities must be empowered to define their developmental needs, their problems and their solutions. We use participatory methodologies to ensure local involvement in the development process and to empower communities for self-management.
- We take a strengths-based approach to working with communities, and work within existing governance networks to repair or strengthen community engagement and local leadership capacity.
- The Australia Program's strategic contribution is not to provide funds or services, but to provide technical assistance for long-term projects, delivered through effective partnering.
- We work in ways that do not displace or duplicate existing institutions, be they government, non-government or community organisations.
- We believe that Australian citizenship carries with it a mix of rights and responsibilities, and that successful programs must find a balance between these.

World Vision International Strategic Values, Vision and Mission	
We are Christian, Community Based, Child Focused	
World Vision Australia's Strategic Plan	
World Vision Australia's Policy and Program Strategy	
World Vision Australia's International Programs Field Ministry Strategy	
Australia Program Strategic Plan	Reconciliation Action Plan

The Australia Program

History

World Vision Australia began working with Indigenous Australians in the mid-1970s when the Aboriginal Evangelical Fellowship approached us for assistance in developing the capacity of Indigenous Christian leaders. World Vision Australia also operated a grants program for Aboriginal and Torres Strait Islander community organisations. The past decade has seen the Australia Program move to a direct implementation model of development programming and our efforts have been directed into Australian projects focussed on leadership development, healthcare, youth and the establishment of an Aboriginal art gallery in Sydney.

KIDS HOPE AUS. is a World Vision ministry aimed at creating a positive impact in the lives of at-risk Australian children and their families. Modelled on a successful program from the United States, it commenced in Australia in 2004. KIDS HOPE AUS. is a mentoring ministry built on long-term partnerships between local churches and primary schools, where a caring adult from the church spends one hour each week with a child.

INTRODUCTION

World Vision Australia's Australia Program Strategy 2009-2011 articulates: our approach to development in the domestic context; the development challenges in Australia; and the key areas where World Vision Australia can help ensure that all Australian children enjoy life in all its fullness.

The Australia Program Strategy 2009-2011 will guide the programming decisions of the Australia Program over the next three years, while retaining the flexibility to respond to emerging opportunities. It is embedded within World Vision Australia's strategic framework, aligning with:

- World Vision Australia's Strategic Plan 2009-2011
- The New Blueprint: Policy and Programs Strategy 2008-2010
- World Vision Australia's Field Ministry Strategy 2008-2010
- The Australian Advocacy Strategy 2008-2010

The Australia Program Strategy 2009-2011 is built on:

- World Vision's 50 years of experience in serving disadvantaged communities around the world;

- Lessons learned by World Vision Australia when designing and implementing development programs internationally, most recently reported in *Annual Program Review 2008: Responses to Poverty*;
- Lessons learned by the Australia Program while designing and implementing initiatives within Australia;
- A situational analysis of the Indigenous sector in Australia conducted between April and June 2008 for the Australia Program by Community Works Associates Pty Ltd; and
- Community needs identified in places where we are already active or through direct requests made of World Vision Australia.

The Australia Program Strategy 2009-2011 continues World Vision Australia's commitment to being transparent and accountable to the people and communities we serve, our partners and donors, and the broader Australian public.

How we work – our development approach

Transformational development framework

When we work with children, families and communities to overcome poverty and injustice, World Vision Australia, as part of the World Vision International Partnership, is guided by a transformational development framework. Transformational development seeks to restore and enable wholeness of life with dignity, justice, peace, and hope for all girls, boys, women, men, households and their communities. The framework encompasses five domains of change: well-being of children, their families and communities; empowered children to be agents of transformation; transformed relationships; interdependent and empowered communities; and transformed systems and structures. More information about the framework is available at transformational-development.org

Program logic

Program and project management in the Australia Program is conducted within the design, monitoring and evaluation framework used by World Vision internationally. The framework, known as Learning through Evaluation with Accountability & Planning (LEAP), brings rigour and consistency in programming, through sequential phases of feasibility, design, implementation and evaluation. The LEAP framework creates a research cycle which operates throughout project implementation, and it focuses on learning and accountability.

Advocacy

World Vision Australia recognises the important role of advocacy in overcoming poverty and injustice, by empowering citizens to take action and by influencing government policy at all levels. Advocacy work undertaken in the Australia Program will be driven by and integrated with our development programming and will align with the *Australian Advocacy Strategy 2008-2010* and with the Reconciliation Action Plan.

Child protection

As a child-focused organisation, World Vision Australia takes child protection seriously. World Vision Australia maintains robust policy and procedures to create a child-safe organisation. This includes actively incorporating child protection activities in our programming work.

Partnerships

World Vision Australia recognises the value of working in genuine partnership with other organisations to maximise program effectiveness. Projects in the Australia Program will be developed and implemented with partners who share our vision, such as government, church, industry, non-government and community-based organisations.

How we work with Indigenous Australians

Our development approach

Over the life of the Australia Program, World Vision Australia has found that many of the lessons learned from our work in international development can be applied in Aboriginal and Torres Strait Islander communities. However, there are fundamental differences in the developmental contexts of Indigenous Australia. For example, whereas service providers are often absent from communities in developing nations,

“World Vision Australia recognises the value of working in genuine partnership”

Indigenous communities are often saturated institutional landscapes, serviced by a profusion of government and community organisations delivering a fragmented mosaic of programs. We adapt our transformational development framework to suit local circumstances.

Indigenous Employment Strategy

Over the life of this strategy, World Vision Australia will develop an Indigenous Employment Strategy to improve the recruitment, development and retention of its Indigenous employees. There is potential to expand the Indigenous Employment Strategy to include a scholarship or sponsorship program, operating initially within World Vision Australia and, in partnership with our corporate donors, extending to other organisations.

Reconciliation Action Plan

World Vision Australia is currently finalising its Reconciliation Action Plan, in keeping with the template promoted nationally by Reconciliation Australia. The Plan has been developed by the World Vision Australia Reconciliation Action Group. It focuses on influencing the knowledge, attitudes and practices of World Vision Australia employees, and by demonstration, our stakeholders and partners. It will also improve the connection between World Vision Australia's offices across the country and the Indigenous communities in their vicinity.

Indigenous advisory group

During the life of this strategy, World Vision Australia will establish an Indigenous Advisory Group to provide advice on the Australia Program's strategic direction.

When adapting the transformational development and LEAP frameworks to our work with Indigenous Australians, our program and project designs embed the following assumptions:

Trust and relationships: Relationships and trust are instrumental in achieving effective project outcomes in Indigenous communities, and take time to develop and nurture. We are committed to long-term relationships with all of the communities we engage with.

Responsive and participatory: Project outputs and outcomes must reflect community priorities, so community members need to be actively involved in all stages of project development, implementation and review. Participatory approaches are also applied to strengthening relationships with governments and other stakeholders.

Sensitivity to gender: Consideration of gender is integral to our project activities. Methods are sensitive to the impact they have on different genders and project design accounts for the differing needs of men and women.

Respect for culture and tradition: Recognising the diversity of Indigenous cultures is fundamental in our work. We respect the importance of local and traditional knowledge when working within local contexts. We recognise that culture is not static, but rather adaptive and multi-dimensional. We recognise that Indigenous Australians live in Aboriginal and non-Aboriginal domains, and in the intercultural spaces in

between. We recognise and respect the profound spiritual connection between the Australian landscape and the ancient cultures of its first peoples.

Co-learning and co-design: We seek to create a 'co-learning space' inhabited by community members and outsiders such as ourselves and our partners, in which local and traditional knowledge can be combined with technical knowledge to produce project designs which are appropriate to local circumstances.

Collaboration and openness: In recognising the complex institutional landscape that characterises Indigenous affairs, we respect all stakeholders and seek to integrate their interests in project design. We encourage collaboration and a focus on 'what works', rather than adherence to political, moral and ideological 'high ground'. We accept that our 'transformational development' perspective is not the only way of seeing the world and are open to other ways of working.

Flexibility: We recognise that Indigenous communities are not static landscapes and that project designs must be flexible and adapt to changing circumstances.

Partnering: In the last census, over 70 percent of Aboriginal and Torres Strait Islander respondents identified as belonging to a Christian church. World Vision Australia's existing relationship with Christian churches in Australia presents real opportunities to deliver improvements in Indigenous socio-economic development through effective partnering.





KEY DEVELOPMENT CHALLENGES IN AUSTRALIA

As the largest international development agency in Australia, World Vision Australia recognises the need to respond to the serious challenges facing vulnerable groups in this country. World Vision Australia works to alleviate poverty and disadvantage at home, not just beyond our borders.

The causes of poverty are complex and vary considerably from place to place. Successfully addressing poverty and disadvantage requires different approaches in different communities. However, as Nelson Mandela powerfully reminds us, everywhere poverty is man-made and everywhere it can be eradicated by human action.

Unlike many of the countries in which World Vision works internationally, a feature of development work in the Australian context is that poverty is ameliorated by welfare. While the safety net is rightly esteemed by Australians as an important means of providing a fair go for all, there is growing concern that elements of the welfare system have produced unintended consequences, such as welfare dependency.

However, our international development experience tells us that the economic and social development of vulnerable communities can be supported in ways that empower rather than create dependencies.

Socio-economic status has a material effect on the life-choices available to children, families and communities, and their overall wellbeing. As many as 3.5 million Australians are living in poverty and within this group, Indigenous Australians are the most profoundly affected. This is evident across a wide range of indicators of socio-economic status such as infant mortality, illness and life expectancy; educational participation and achievement; labour force participation and mainstream economic opportunities; access to quality housing; incarceration and recidivism rates; family and community dysfunction and disenfranchisement; and access to government services. For an Indigenous population that is young and growing, our failure to redress disadvantage now will lead to an escalation of inequality. Further detail about

“...the economic and social development of vulnerable communities can be supported in ways that empower...”

these challenges, and World Vision Australia's response to them, is articulated in Section 4.

Similar challenges are faced by others in the Australian community. Research completed by Catholic Social Services Australia and Jesuit Social Services demonstrates that there are a number of communities within Australia where poverty and disadvantage have become entrenched.¹ Factors such as low income, limited education and employment opportunities, and deprivation in childhood combine to place people at risk of intergenerational poverty. Refugees and

asylum seekers, despite a more benign policy environment, still face significant challenges when integrating into community life. The homeless and those with chronic mental illness experience complex knots of disadvantage and social exclusion. Many single-parent families and the working poor experience socio-economic distress which, as we head into uncertain economic times, will only be exacerbated.²

The current focus of the Australia Program is on Indigenous Australia and, through the KIDS HOPE AUS. program, children at-risk. That focus will remain over the life of this strategy. However, guided by our particular concern for the wellbeing of children, World Vision Australia is called to respond to disadvantage faced by other sections of the Australian community. During the life of this strategy, World Vision Australia will undertake a situational analysis to identify key areas of need in the Australian community which are currently underserved and to which World Vision Australia is well placed to respond.

1. See Tony Vinson (2007) *Dropping off the Edge: the distribution of disadvantage in Australia*, Catholic Social Services Australia/Jesuit Social Services.
2. See Australian Catholic Bishops Conference (2008) *Social Justice Sunday Statement. A Rich Young Nation: the challenge of affluence and poverty in Australia* <http://www.acbc.catholic.org.au> [accessed 25 September 2008]



AUSTRALIA PROGRAM STRATEGY

The World Vision Australia Strategic Plan 2009-2011 sets the Australia Program's goals, strategic objectives, operational objectives and performance measures for the coming years. The Australia Program's goals are to:

- implement best practice programs in Australia;
- grow funding from the Australian Government and multilateral organisations to support programming in Australia; and
- grow income from the Australian public and businesses to support programming in Australia.

The Australia Program will meet its strategic objectives by implementing a suite of programs and projects across four key action areas: Child-focussed Development; Socio-economic Development; Governance and Practice; and Environment.

“Australia Program will implement projects across four key action areas”

Key action area	Program/project types
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	Child and youth development (including KIDS HOPE AUS.)
Socio-economic Development	Indigenous art (including Birrung Gallery)
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Environment	Natural resource management
	Climate change capacity building
	Sustainable livelihoods from natural resource management and/or carbon enterprises

Key action area 1: Child-focussed development

Key issues

Our international development experience, and the growing volume of research into early childhood care and development, confirms that the opportunities provided to children in their early years – to be healthy, to learn through play and other active stimulation, and to be cared for in a safe and secure environment – are crucial to determining lifelong outcomes. Many children in remote Aboriginal communities do not have the opportunity to participate in early childhood care and development programs because the programs are not available, or because the services provided are tailored in ways that are culturally inappropriate, and make learning sporadic and ineffective.

Work commissioned by the Brotherhood of St Laurence reports that children from disadvantaged families have a higher chance of not coping in the early years of school, developing physical/mental health problems, leaving school early and engaging in risk-taking behaviours.³ Mentoring at-risk children – intervening early to provide support to those considered to be particularly vulnerable – can significantly improve their life chances in education, health, social competence and wellbeing.

While working with a section of the Noongar community in Armadale, an urban area in Western Australia, World Vision Australia and the community identified that young Aboriginal people lacked the opportunity to achieve and be recognised. Building self-esteem, social skills and a positive identity – fostering youth development and leadership – is seen as critically important in reducing the episodic anti-social behaviour amongst Indigenous youth in the community.

Current and future initiatives

Among the current and future initiatives in the key action area of Child-focussed Development are the Warlpiri Early Childhood Care and Development Project, the KIDS HOPE AUS. program and the Magik Monkeys Noongar Circus.

World Vision Australia has partnered with the Central Land Council to design and implement a Warlpiri Early Childhood Care and Development Project for the Warlpiri Education and Training Trust in the Northern Territory. The purpose of the project is to improve early childhood care and education services in the four Warlpiri communities of Lajamanu, Nyirripi, Willowra and Yuendumu. Over the life of this strategy, World Vision Australia will also explore opportunities to scale up the early childhood care and development model.

World Vision Australia's KIDS HOPE AUS. program assists vulnerable primary school children by linking them with mentors from local churches. Over the life of this strategy, World Vision Australia will continue to expand the successful KIDS HOPE AUS. program by facilitating 80 new school-church partnerships per annum. We will also assess the feasibility of delivering the KIDS HOPE AUS. program in remote Indigenous communities.

In partnership with the Armadale Noongar Corporation, World Vision Australia manages the Magik Monkeys Noongar Circus youth project in Armadale, Perth. Over the life of this strategy, World Vision Australia will be working with the Armadale Noongar Corporation on a plan to grow and sustain the circus for the long term.

Outcomes

Projects implemented in this key action area will be designed to deliver the following outcomes:

- Improved health and wellbeing of Indigenous children aged 0-5 years.
- Improved education and wellbeing of vulnerable Australian children aged 5-12 years.
- Improved wellbeing of Indigenous youth aged 12-25 years.

Key action area 2: Socio-economic development

Key issues

The recent Senate inquiry into the Indigenous art market reiterated that the overwhelming majority of funds generated by this multi-million dollar industry are enjoyed by investors, entrepreneurs and gallery owners. Indigenous artists, due to geographic isolation and/or limited literacy and numeracy, are often vulnerable to exploitation and can face difficulties in accessing markets for their work. World Vision Australia's experience in operating the Birrung Gallery in Sydney is that small communities, with talented artists but no existing community arts centres, find it challenging to grow their practice to a scale where they become eligible for assistance from regional art consortia.

“...opportunities provided to children in their early years... are crucial to determining lifelong outcomes.”

Access to clean, safe and secure housing is a key factor in socio-economic wellbeing. Household security is a key contributor to the wellbeing of children. Indigenous home ownership on communal lands is a contentious issue but where families and communities do aspire to home ownership, and where there is no risk of the land being removed from community control, this aspiration deserves support as one amongst a number of housing options. There is evidence that home ownership has as many psycho-sociological benefits, such as empowerment and security, for Indigenous people as it does for other Australians. Recent legislative changes in Queensland and the Northern Territory have made it possible for Indigenous people living on communal lands to purchase long-term leases. Indigenous Business Australia has developed a subsidised loan product to facilitate the purchase of leasehold title, and existing or new housing.

In many parts of remote Australia, there are limited economic opportunities. Mining is often the principle available economic option. Mining operations and Indigenous communities often exist side-by-side but, historically, the economic benefit has flowed away from the local community to the capital cities. While mining and Indigenous interests have often been at odds, the advent of the native title 'right to negotiate' and company 'corporate and social responsibility' policies has seen improvements in the engagement between mining companies and Indigenous communities. This is an emerging area with considerable potential for development. Key issues include job-readiness and the management of community development programs funded by community-controlled trusts.

Current and future initiatives

Among the current and future initiatives in the key action area of Socio-economic Development are the Birrung Gallery and Indigenous Art Project, the Home Ownership Project and mining engagement.

World Vision Australia's Birrung Gallery in Sydney is based on an ethical procurement model which ensures fair returns to artists. In addition to its commercial activities, the gallery advocates for: the rights of Indigenous artists; raising public awareness of the ethical issues involved in purchasing Indigenous art; and seeking to improve government policy and regulation of the industry. Over the life of this strategy, the Australia Program will operate the Indigenous Art Program with the aim of building the capacity of fledgling community art centres to a level where they can be drawn into the support structures provided by regional art consortia (such as DesArt in Central Australia).

“...current initiatives are the Birrung Gallery and Indigenous Art Project, the Home Ownership Project...”

Mapoon Aboriginal Shire Council in Far North Queensland has invited World Vision Australia to assist it in bringing home ownership back to Mapoon. World Vision Australia will work with the Mapoon Aboriginal Shire Council, Indigenous Business Australia and relevant state government agencies to design and implement a home ownership scheme in Mapoon. After a model has been developed, it will be offered to other communities for uptake.

World Vision Australia is currently expanding its relationships with the mining sector, both internationally and domestically. Our goal is to use these relationships to help Indigenous communities to better engage with the mining industry and thereby create socio-economic opportunities in remote

areas. World Vision Australia will research the mining industry for best practice in job-readiness programs and explore opportunities for partnering with land councils and community-controlled trusts. These efforts aim to maximise the community development impact of funds flowing from mining agreements.

Outcomes

Projects implemented in this key action area will be designed to deliver the following outcomes:

- Improved socio-economic status of Indigenous artists and their families.
- Improved socio-economic status of Indigenous families through increased home ownership.
- Improved socio-economic status for Indigenous families living near mining activity through effective engagement with the mining sector.

Key action area 3: Governance and Practice

Key issues

When self-determination policies dominated through the 1980s and 1990s, a large number of local organisations emerged across the Indigenous sector. From the late 1990s, the number of regional organisations also increased. More recently, competitive tendering has introduced a growing number of non-government organisations and private companies. This situation is made even more complex by an ever-increasing number of government departments and other service providers. In this complex system, there is limited coordination or communication between the many agents of governance in the Indigenous sector. Regional organisations, including the recently formed Shires in the Northern Territory, seek to better coordinate governance and service delivery. But to do so, they need considerable skills, tools and leadership capacity to bring together the diverse interests and political pressures in their constituencies.

One of the necessary roles for government is to focus interventions on social problems. However an unintended consequence in Indigenous affairs is that as new solutions are rolled out, much good practice is swept away in the aftermath. To justify the latest intervention, each new wave of reform tends to discredit all that has preceded it. Many success stories, practical innovations and productive working relationships are lost. Worst practice, rather than best practice, becomes the driver of policy. Unlike other areas of social policy, there is no existing clearinghouse for best practice in Indigenous affairs. There is a nascent dialogue between those practised in international development and those working in Indigenous affairs but these links could be strengthened to better facilitate the transfer of technical knowledge.

Current and future initiatives

Among the current and future initiatives in the key action area of Governance and Practice are the Wetengerr



Leadership and Governance Project, the Koori Leadership Project and an exploration of ways in which best practice in Indigenous affairs can be promoted.

Arising from our work in the Wetengerr Leadership and Governance Project, World Vision Australia has developed the adaptive networked governance approach, which recognises the complexity of the system of governance relevant to the community and seeks to improve its functioning. Over the life of this strategy, World Vision Australia will explore opportunities for regional organisations to use this model, including the recently formed Shires in the Northern Territory.

World Vision Australia's Sydney-based Koori Leadership Project (incorporating the Koori Toastmasters and Young Mob clubs) works on the demand side of governance to build capacity in individual Indigenous leaders. Over the life of this strategy, World Vision Australia will seek opportunities to expand the project across New South Wales and into the Northern Territory.

World Vision Australia will explore partnership opportunities with government, research institutions, community based

organisations and other non-government organisations to increase access to information about best practice in Indigenous affairs, including involvement in the Council of Australian Governments' proposed National Indigenous Clearinghouse. Using existing forums such as the Australian Council for International Development's Aboriginal and Torres Strait Islander Working Group, we will promote discussion about the relevance of international development practice to Indigenous Australia, and stimulate a public discussion on the unique aspects of Indigenous development practice. We will build a community of practice across the World Vision International Partnership to encourage more systematic learning, exchange ideas and leverage successes for Indigenous program effectiveness.

“...increase access to information about best practice...”



Outcomes

Projects implemented in this key action area will be designed to deliver the following outcomes:

- Improved wellbeing of Indigenous families through increased Indigenous engagement in and control over decision-making.
- Improved socio-economic status of Indigenous families through promotion of best practice policy and programs in Indigenous affairs.

Key action area 4: Environment

Key issues

The Commonwealth Scientific and Industrial Research Organisation's climate projections for northern Australia over the next 50 years include higher temperatures, more extreme rainfall, sea-level rise, and more intense and frequent cyclones and storms. Consequently, long sections of coastline, river

deltas, wetland areas and off-shore islands will be susceptible to erosion and saltwater inundation, while inland areas are likely to have more bushfires, dust storms, extreme temperatures, flooding and droughts. Coastal communities in northern Australia will be particularly vulnerable to storm surges, and low-lying islands, like those in the Torres Strait, are at risk from inundation due to sea-level rise. Indigenous people living in these communities are likely to be among the first Australians to face the impacts of climate change.

Indigenous peoples have unique knowledge and skills that can be harnessed to respond to climate change. A national network of 'land and sea management units', with their ranger programs, are actively engaged in providing a range of land and natural resource management services, including maintenance of cultural sites, regulation of visitation, fire management, and weed and feral animal control. Within this governance framework there is an opportunity to build organisational

capacity for improved natural resource management, climate change adaptation and mitigation, and to develop sustainable livelihoods from emerging markets for biodiversity and carbon.

Future initiatives

Internationally, World Vision is developing projects which use income generated from participating in emerging carbon markets to fund development projects. In 2007, World Vision Australia and World Vision Ethiopia negotiated one of the first carbon credit projects with the World Bank's BioCarbon Fund. By drawing together our international experience in this new field, and our existing relationships with the mining sector and Indigenous organisations, World Vision Australia will explore opportunities to develop projects with Indigenous Australians that are focussed on climate change and natural resource management capacity building, and the development of sustainable livelihoods from natural resource management and carbon enterprises.

Outcomes

Projects implemented in this key action area will be designed to deliver the following outcomes:

- Improved capacity of Indigenous communities and organisations to plan and conduct climate change adaptation and mitigation activities, and to participate in emerging carbon markets.
- Improved capacity of Indigenous communities to plan and conduct natural resource management activities, and to participate in emerging biodiversity markets.



ARTWORK



World Vision Australia is proud to acknowledge the details of the artwork used to design this document:

Artist: Ormay Nangala Gallagher
Skin name: Nangala
Country: Yuendumu, Northern Territory
Title: Emu Dreaming
Year painted: 2008
Medium: Acrylic on linen

Ormay Nangala Gallagher was born in Alice Springs. Her upbringing was mainly in Yuendumu where she attended the local Yuendumu school. In 1978 she attended Yirara College and during 1978-1979 she attended Sadadeen College. She then moved to Nyirripi where she worked at the Nyirripi store between 1986-1994. Between 1995 and 2004 she worked at the Nyirripi school as a teacher. She did her teacher's training through Batchelor College.

Ormay is married and has two children. She likes listening to country music, going bush hunting, watching TV, meeting friends and going on holidays around Australia. "I have started painting in 1980s and I am still painting today. I do dot painting and the dreaming that I paint is about Emu and Water, that dreaming is at Mikanji and that is my father's dreaming. I also paint Pama-pardu and Emu, that dreaming is North of Nyirripi, a place call Waylka and wantungurru that is also another of my father's dreaming."

Ormay paints as part of the Warlukurlangu Artists' Aboriginal Association, which is a fully Aboriginal-owned and governed art centre. One-hundred percent of the proceeds of all art works go directly back to the artists and their community projects. Warlukurlangu means "belonging to fire" in Warlpiri, and is named after a Fire Dreaming west of Yuendumu. Owned and governed by more than 600 members, Warlukurlangu art centre is famous for its gloriously colourful acrylic paintings and fine limited-edition prints. Established in 1985, Warlukurlangu Artists' Aboriginal Association is located at Yuendumu, 300km northwest of Alice Springs in the Northern Territory. The art centre is both a stronghold of traditional Warlpiri culture and an essential part of Yuendumu's community life.

TRACKING OUR SUCCESS

World Vision Australia aims to continually improve the positive impact of our work. We therefore prioritise project monitoring, evaluation, reflection and learning. The World Vision International Partnership holds a storehouse of expertise on program effectiveness, and the Australia Program will adapt this valuable knowledge for use in the domestic context.

Monitoring and evaluating projects

World Vision Australia's initiatives are evaluated and reviewed using the Learning through Evaluation with Accountability and Planning (LEAP) project management framework. By this standard, World Vision Australia holds itself accountable to the communities it works with.

The LEAP framework is used in all Australia Program projects. The design process used in the LEAP framework facilitates the development of community-specific indicators so project success is defined by the community. Children also participate in age-appropriate ways.

The framework ensures that reflection encourages learning within the project's community. It also facilitates learning

between community participants and stakeholders (including government and non-government organisations). Great importance is placed on empowering communities so they can measure the success of their projects.

Monitoring and evaluating the Australia Program Strategy 2009-2011

World Vision Australia is accountable for the operational success of the Australia Program Strategy 2009-2011 and will report annually to the Board of World Vision Australia on its implementation.

In the final year of this strategy, we will conduct a field-based evaluation to determine its impact and communicate the next phase of the Australia Program Strategy.

During the life of this strategy, World Vision Australia will establish an Indigenous Advisory Group to provide advice on the Australia Program's strategic direction.

Transformational development indicators

World Vision International's Transformational Development Framework contains a set of indicators that measure changes

in the quality of life experienced by children, families and communities where World Vision is active. Over the life of this strategy, World Vision Australia will review and adapt the Transformational Development Indicators for use in Australia.

In conducting this review, the Australia Program will consider the work done by World Vision United States in adapting the indicators for their domestic context. We will also refer to the key indicators set out in the Council of Australian Government's Overcoming Indigenous Disadvantage Framework, used by state and federal governments to measure policy and program effectiveness in overcoming Indigenous disadvantage.

Community of practice

Over the life of this strategy, World Vision Australia will work to build a community of practice across the World Vision International Partnership that aims to encourage more systematic learning, exchange ideas and leverage successes for domestic and Indigenous program effectiveness.

