



Enduring Impact: Ganbina Social Return on Investment (SROI)

2016 - 2019



“Ganbina showed me how to look forward to the future and that’s something I never thought of as a kid. They helped me believe in a better tomorrow.”

- Young person involved with Ganbina

SVA Consulting

This report has been prepared by Social Ventures Australia (SVA) Consulting

SVA is Australia's leading practitioner of Social Return on Investment (SROI) analysis. SROI is an internationally-recognised framework for understanding, measuring, and valuing social, economic and environmental outcomes. We remain at the forefront of developing and implementing SROI frameworks and evaluations.

We have a long history of evaluating the impact of Ganbina and commend the organisation on its strong culture of regular monitoring and evaluating its impact. This is the latest addition to the evaluations and SROI analyses commissioned by Ganbina over the last decade. In particular, this report aims to understand the impact of Ganbina on the lives of young Aboriginal and Torres Strait Islander people in Shepparton between January 2016 - December 2019.

Personally, I have worked with Ganbina since I started at SVA almost 13 years ago, and I am honoured to see how Ganbina's dedicated commitment to the community can result in sustainable change. This has all happened without government funding.

We thank all those who generously contributed their time to help us develop this report: the Ganbina team; young people; families and guardians; school staff and employers. We hope that this report provides useful insights that will help Ganbina continue to refine and build its impact.



Simon Faivel
Director, Consulting
Social Ventures Australia



Ganbina has a proud history of early intervention and diversion program success over many years. This year, we accepted the challenge to once again rise above adversity using the power of our aspirations.

Leading Ganbina is one of my lifetime joys. The worldwide recognition for the innovative pilot Jobs4U2 Programs, its achievements and continued accomplishments in the face of adversity sees us stand as one with our program participants, supporting philanthropists, business partners and community stakeholders.

Ganbina recognised that early intervention is the key. This approach was different to the proliferation of services that were only accessible once a person was in trouble. We see stakeholder feedback as an imperative governance requirement for testing the value of our impact.

We hope you enjoy reading about our lasting impact and achievements.



Anthony Cavanagh
CEO
Ganbina



Overview

About Ganbina

Ganbina’s vision is to see, within two generations, Aboriginal and Torres Strait Islander peoples have cultural, economic and social equality and become empowered to live, love, learn and leave a legacy.

Ganbina was established in 1997 to empower Aboriginal and Torres Strait Islander people aged between 6 - 25 years in the Goulburn Valley region to reach their full individual potential through self-determination and meaningful engagement in education, training, enterprise and employment programs. Ganbina hopes to also migrate these programs and key learnings to other Aboriginal and Torres Strait Islander communities for implementation on a wider scale. Ganbina does not receive any Government funding and is primarily resourced by philanthropic partners.

Purpose of the report

Ganbina commissioned Social Ventures Australia (SVA) Consulting to determine the Social Return on Investment (SROI) of Ganbina for four years from January 2016 to December 2019.

This report will be used to inform the future direction of Ganbina’s programs including the expansion of the model beyond the Goulburn Valley region, and support Ganbina to communicate its impact to a broad audience, both nationally and internationally.

Data Collection

Ganbina had collected extensive data and SVA also contacted stakeholders directly to get their input on what had changed.

Ganbina collects a range of program and outcomes data to report to its stakeholders, which were analysed as part of this evaluation. Interviews were held with 10 stakeholder groups including 19 young people, six school staff and different employers; and 32 parents/guardians responded to a survey. These stakeholders shared their experiences with us and we have synthesised those to tell the story of Ganbina’s impact using the SROI methodology.

Impact of Ganbina in 2016-2019

Ganbina assisted 579 young people during the four years and created around \$60,000 of social value per young person



80%

of total social value is created for young people

\$2.7m

of social value created in expanding young people’s views of post-school options

Increased cultural knowledge and pride equated to **\$9.3m** in social value



14%

of total social value is created for parents/guardians

The reduction in stress experienced by parents/guardians equated to social value of **\$1.3m**

Ganbina caused parents/guardians to experience an improved relationship with the young person and this was valued at **\$3.9m**



\$0.5m

of social value created for employers



\$2.0m

of social value is created for Government

For every \$1 invested

\$6.60

social and economic value is created



Schools received additional support to resolve students’ issues, estimated at **\$0.3m**



SROI Methodology

The Social Value principles are the foundation of an SROI analysis.

Social Value Principles

- 1 Involve stakeholders** Stakeholders should inform what gets measured and how this is measured and valued
- 2 Understand what changes** Describe how change is created and evaluate this through evidence gathered, recognising positive and negative changes as well as intended and unintended changes
- 3 Value the things that matter** Use financial proxies in order that the value of the outcomes can be recognised
- 4 Only include what is material** Decide what information and evidence must be included in the accounts to give a true and fair picture, so that the reader can draw reasonable conclusions about impact
- 5 Do not over claim** Organisations should only claim the value that they are responsible for creating
- 6 Be transparent** Demonstrate the basis on which the analysis may be considered accurate and honest and show that it will be reported to and discussed with stakeholders
- 7 Verify the results** Ensure appropriate independent verification of the analysis

The SROI analysis followed a four step process. The first step included understanding the scope of the analysis and determining the stakeholders for consultation. The next step involved consultation with stakeholders and the collection of data. The third stage focused on analysing the data and developing the SROI Impact Map. Finally, the last stage was writing the SROI report.



The outcome of the SROI analysis is a story about the value of change created, relative to the investment. The SROI ratio is a shorthand for all of the value for all of the stakeholders. For example, a ratio of 3 :1 indicates that an investment of \$1 delivers \$3 of social value.

Valuation

Financial proxies are used to value an outcome where there is no market value. Importantly, the financial proxy reflects the value that the stakeholder experiencing the change places on the outcome. This was a critical part of the valuation exercise in this analysis as many of the outcomes identified had no market values. The valuation technique predominantly used in this SROI analysis is known as 'revealed preferences', which is when a financial proxy is inferred from the value of a related market price.

To ensure the valuation did not overclaim Ganbina's impact, SROI filters were applied. These include deadweight (whether the change would have happened without Ganbina), attribution (who else contributed to the change), displacement (whether another change has been displaced), and duration and drop-off (how long the change lasts and whether the investment diminishes over time).



SROI Methodology

This is a worked example of how the Social Value principles were applied to one material outcome.

1 Involve stakeholders

Stakeholder for this example is **Aboriginal and Torres Strait Islander young people**. We listened to them through phone interviews and an online survey.

2 Understand what changes

Example outcome: **Commenced further education or training**

3 Value the things that matter

Quantity

How much of the outcome did this stakeholder experience?

According to the Year 12 Transition data collected during 2016-2019, 28% of Ganbina Year 12 graduates go on to further study. This has been multiplied by the number of students who are not in school (assumed to be over 18) according to Ganbina program data (n=127).

36

students based on Ganbina program data

X

\$10,958

Value of study assistance payment from Government for university tuition

Financial Proxy

What is the value of this outcome to the stakeholder?

The financial proxy used is the study assistance payment available from the Government for university tuition per year for domestic students. This uses the revealed preferences valuation approach.

4 Include what is material

Deadweight

How much of the outcome would have happened anyway?

40% of young people are likely to achieve this outcome regardless of Ganbina's assistance. 40% is the inverse of the rate of Aboriginal and Torres Strait Islander non-engagement in post-school education in Australia.

60%

X

of young people are likely to experience this outcome

X

75%

of the outcome was the result of Ganbina

X

Attribution

How much of this outcome was a result of Ganbina?

There are other supports that young people could use to commence further education include school teachers, family and peers.

5 Do not overclaim

Duration

How long did the outcome last for?

The outcome is an event and so is likely to last for the year in which it occurs. This means the duration is 1 year.

1
year

=

\$0.2m

Created across between 2016 - 2019

Adjusted value

What's the value of the outcome?

The net value of the outcome after adjusting for quantity, financial proxy, deadweight, attribution, duration and drop-off.

Notes:

- 1) For simplicity, the calculation of the present value for this outcome has not been shown in this worked example.
- 2) All numbers and calculations have been rounded to the nearest whole number.



Key insights

The SROI analysis revealed key insights about what makes Ganbina innovative:

Ganbina's generational focus is unique

Part of Ganbina's success is the potential for long term (20 years) involvement with young people. This is an innovative approach that is unique in the Aboriginal and Torres Strait Islander youth development sector. Ganbina starts working with young people in schools from the age of six through to 25 years of age. Ganbina offers a program suite that caters for the needs of young people at each stage of their life. Each young person involved with Ganbina acts as an agent of change that inspires others to achieve their dreams.



Ganbina provides 'child-centred' support

Ganbina improves education and employment outcomes for young people by providing tailored support based on the young person's needs. Ganbina provides information and opportunities from a young age so that young people begin to dream big. The staff then work with all relevant stakeholders including schools, families and potential employers to improve education outcomes and gain meaningful employment in-line with the young person's aspirations.



Ganbina's philosophy of providing a 'hand up' rather than a 'hand out' empowers young people

All young people are required to re-enrol in all Ganbina programs each year. This is a deliberate mechanism to ensure buy-in and commitment from the young people and their families. Ganbina's expectations of the young people and their families, motivates them to stay committed and achieve their goals. Ganbina regularly also celebrates Aboriginal and Torres Strait Islander achievement with the Youth Achievement Awards. By modelling this behaviour they inspire not only their young people but also others in the community to dream big and do more.



Ganbina helps Aboriginal and Torres Strait Islander young people to walk in two worlds

Ganbina provides opportunities for young people to learn about their Aboriginal and Torres Strait Islander culture and heritage as part of their education and employment suite of activities. Many young people feel an increased sense of belonging and self from being a part of Ganbina and learning about their history, as well as the history of other Aboriginal and Torres Strait Islander Peoples. Young people are encouraged to walk confidently in both the professional world and their cultural world.





Activities

Ganbina means to 'rise up' and this philosophy underpins all their activities and programs.

What is the issue Ganbina is addressing?

There is a huge gap between the education and employment outcomes for Aboriginal and Torres Strait Islander Peoples and other Australians. This has unfortunately led to a range of serious, long term issues:

- Generational unemployment and a continuing cycle of welfare dependency
- An absence of aspirational family or community role models
- Inequality in living standards between Aboriginal and Torres Strait Islander communities and other Australians
- A loss of hope and personal pride amongst Aboriginal and Torres Strait Islander Peoples.

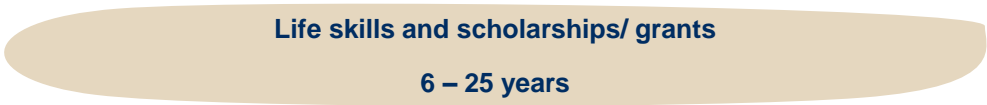
What does Ganbina do?

Ganbina works in the wider Shepparton area within the Goulburn Valley, taking in a 50 kilometre radius to Mooroopna, Kyabram, Kialla, Dookie and Numurkah. During the period it supported 579 young people. Ganbina's Jobs4U2 Program suite aims to ensure young Aboriginal and Torres Strait Islander people are motivated to obtain the education, life skills and training that they need to enable them to make a successful transition from school or tertiary education into meaningful, long term employment.

The Jobs4U2 Program has three main pillars and is supported by a range of other program elements as summarised below:



New experiences and financial assistance



- Financial scholarships for school and work expenses
- Leadership training including metropolitan, interstate and overseas tours
- Driver Skills Program
- Youth Achievement Awards
- Accelerated Learning Program (private tuition and coaching)

Reporting and evaluation

Ganbina has commissioned a range of evaluations over its history including SROI analyses, long-term impact assessments and program evaluations. Ganbina prides itself on its transparency and data collection, which allows for high-quality reporting of its activities and impact. For example, Ganbina maintains a high level of transparency through bi-annual reports for funders and partners. This work helps inform a process of continuous improvement of program activities.



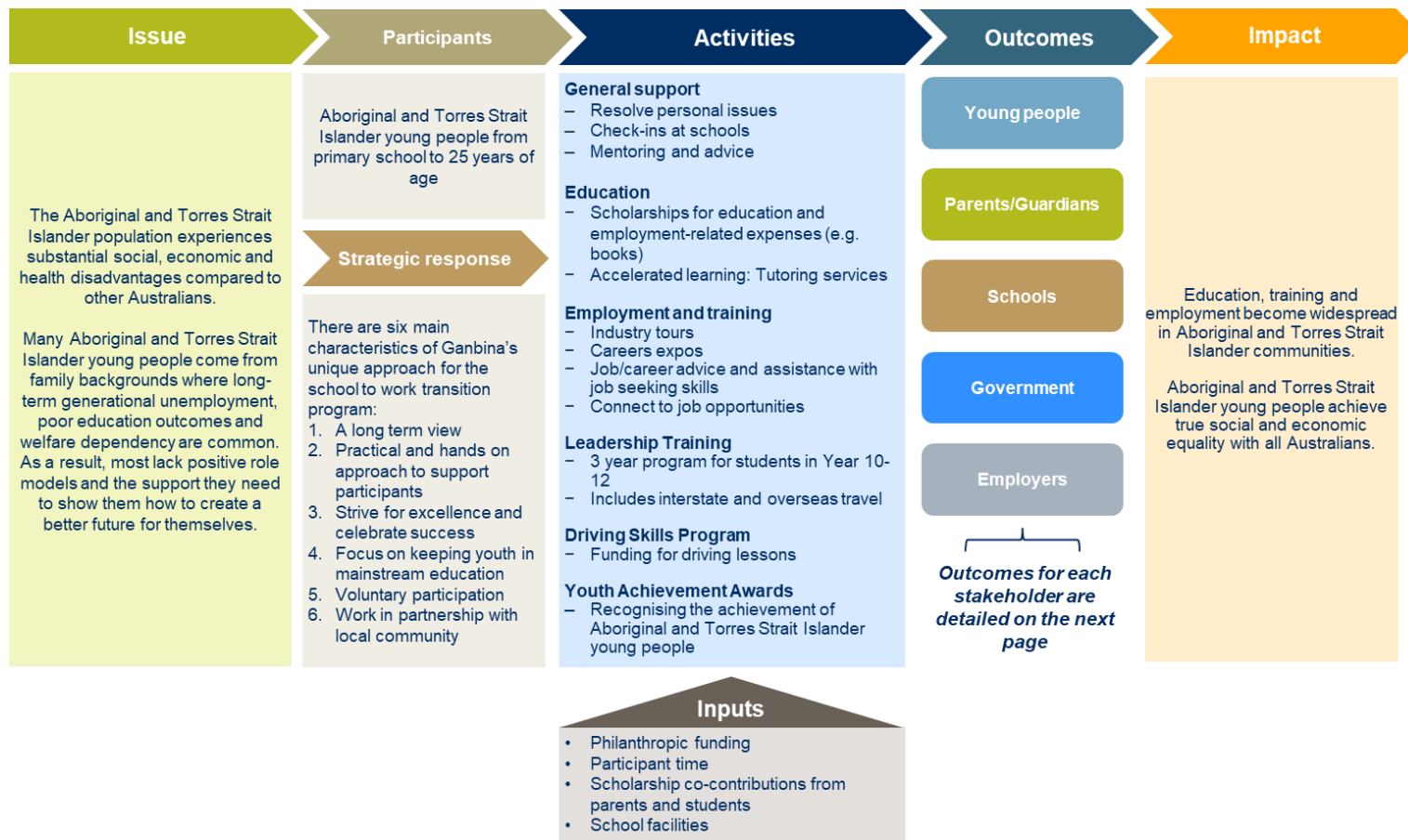
Theory of Change

The Theory of Change represents how Ganbina seeks to address the issue it has identified and achieve the positive impact it desires.

The Theory of Change includes:

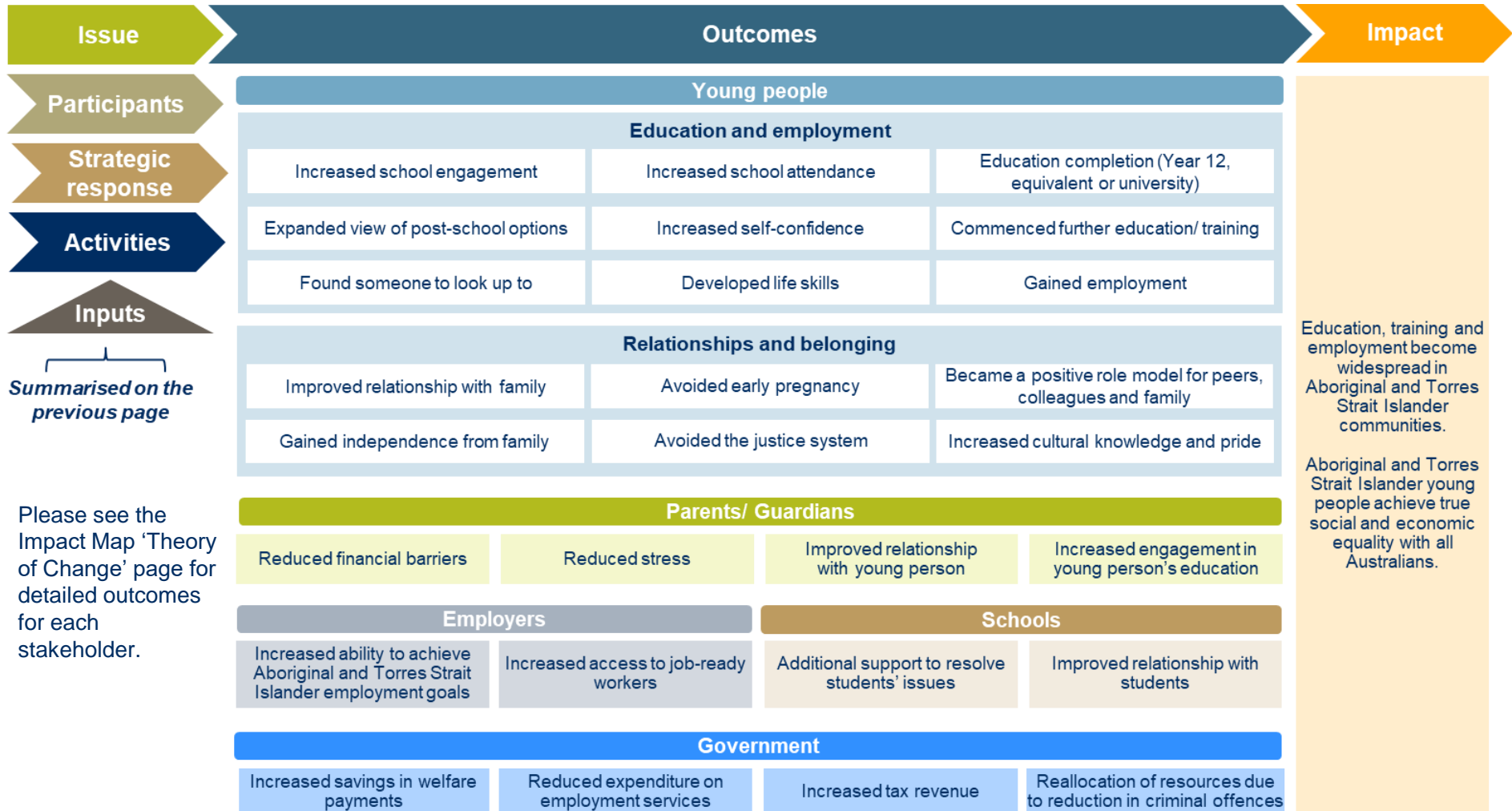
- The issue that Ganbina is seeking to address
- The young people in Ganbina's programs
- Ganbina's strategic response to the issue and way of working
- The activities Ganbina delivers
- The outcomes that occur as a result of these activities for all stakeholders
- The overall impact of these outcomes

The outcomes have been described on the following page.



Theory of Change

The material outcomes are in the simplified Theory of Change have been measured and valued in the SROI analysis. No negative consequences were identified.



Please see the Impact Map 'Theory of Change' page for detailed outcomes for each stakeholder.

Outcomes for young people – Education and Employment

Ganbina assisted 579 young people over the four years and created around \$60,000 of social value per young person. The total social value created for young people equates to \$34.7m.

Increased school engagement

On average, 99% of students engaged with Ganbina during 2016-2019, completed their full current year of schooling. Ganbina provides educational support to students through check-ins at school, external tutoring and mentoring. These resources prevent students from falling behind and allow them to 'catch up' where required. One young person interviewed shared that when her mother was diagnosed with cancer, Ganbina was the only reason she could stay on top of her school work and finish school. Ganbina makes the link between education and success clear by celebrating Aboriginal and Torres Strait Islander success through the Youth achievement awards, and creating positive role models that motivate young people to attend school more and actively engage with their education.



\$0.7m

“My children have achieved an enormous amount with Ganbina, one completing Year 12 and in her second year of University and the other continuing schooling instead of dropping out.”

- Parent/Guardian



\$0.7m

Education completion

Ganbina's approach is long-term. The early intervention by Ganbina in a young person's life puts them on track to engage with their education. The students learn to set goals, work towards them and Ganbina provides the resources to make the goals achievable. Ganbina saw 63 students complete Year 12 over the period of 2016 - 2019 (94% completion rate) and numerous young people complete university or TAFE.

Increased school attendance

\$3.3m

43% of students and 41% of parents surveyed indicated Ganbina's support led to an increase in school attendance. Ganbina staff work with all stakeholders involved in a young person's learning to improve educational outcomes. We heard from the young people interviewed that Ganbina helped them stay in school. This is facilitated by accountability created for both young people and families when they sign up each year.

“At school they help with tutoring and I had better results in school because of Ganbina. I was mostly always engaged in school but in Year 11 and 12 I went through a rough patch as mum was diagnosed with cancer and I had depression. Ganbina helped me get up to speed on schoolwork.”

- Young Person

Outcomes for young people – Education and Employment



“I talked to Ganbina a lot about what I wanted to do in the future – and they were more useful than the careers advisors at school because Ganbina could help me connect with Indigenous centres.”
- Young person

Commenced further education / training

61% of survey respondents said they started further education or training. For some students they are the first in their families to graduate school, commence further education, training and/or graduate from university. These students are ‘agents of change’ in their families and communities. The financial costs of relocating as well as the pressure to stay close to family can be a huge barrier for students. Ganbina assists with relocation expenses to pursue further education or employment and links young people to other organisations or support mechanisms, such as scholarships at university. Ganbina also works with families so that they are comfortable with the young person moving away for education or employment.

\$0.2m

\$2.7m

Expanded view of post-school options

Ganbina creates excitement and motivates young people to pursue a successful future for themselves. The industry tours, careers expos and career mentoring that Ganbina offers is focused on expanding students’ view of post-school options. 86% of survey respondents said they learnt more about what jobs they could do in the future and 84% said they became more excited about their future because of Ganbina. Exposing young people to positive role models, potential employers, and careers they had not considered before makes them excited for the future. It motivates them to achieve their educational outcomes to make this future a reality.

“If I didn’t have Ganbina, I probably wouldn’t get the support I have now. I wouldn’t know where to find the support for starters.”
- Young person



\$1.4m

Gained employment

Ganbina prepares young people for the world of work by assisting with writing a resume, to networking with potential employers and then applying for jobs. Ganbina supports young people to find a part-time job during their time in school (Year 9 onwards) so that they can build their employment experience and find a job post-school. Over 61% of those surveyed indicated they found a job because of Ganbina. Ganbina does not simply find a job for the young person but works with the young person to understand what they are interested in and find a job that assists them in building a long-term career.

Outcomes for young people – Education and Employment



\$0.8m

Developed life skills

86% of survey respondents indicated they developed life skills through Ganbina. Ganbina provides opportunities for students to develop resources and learn life skills including through driving classes, and setting up official documents and accounts so they are ready for work. Ganbina also asks all students to sign a Client Plan Agreement for the year when they sign up that sets the 'terms' for their engagement with Ganbina.

This teaches students to be accountable for their actions – a key skill used in life and work. Another key life skill young people develop through the Ganbina is their ability to drive. The Driver Skills Program is a unique offering and a crucial one for young people living in Goulburn Valley, which is 2.5 hours from Melbourne CBD. A drivers licence increases the employability of the young people and allows them to travel to Melbourne for work and study. By offering the Driver Skills Program, Ganbina eliminates a roadblock young people may experience in pursuing employment or further study. Ganbina assisted 185 participants with driving classes during 2016-2019 and 75 participants as a result got their Learner or Probationary licence during this period.

“Ganbina helped him get a TFN, find employment, uniforms etc. They were also a mentor, outside of the school context. They would check in and see if he had any issues with work or school.”

- Parent/Guardian

“I became more confident and learnt more about my culture through the Leadership Program.”

- Young person

\$2.5m

Increased self-confidence

We heard in the interviews that nearly all of the young people engaged in Ganbina became more confident and had more self-belief. This is because Ganbina provides opportunities for them to do something new and step out of their comfort zones. For example, many young people mentioned that at the Youth Achievement Awards they had to deliver a speech on stage. Others mentioned the Leadership Program included activities that built their confidence and public-speaking skills.



\$0.8m

Found someone to look up to

87% of survey respondents said they found someone to look up to because of Ganbina. Ganbina offers one-on-one support for the young people involved. They build a deep mentor-relationship which supports them in their school, professional and personal lives. Ganbina also introduces the young people to other Aboriginal and Torres Strait Islander Peoples that are achieving their goals including past Ganbina participants, those in other schools or in workplaces.

Increased cultural knowledge and pride

100% of the survey respondents agreed Ganbina helped them better understand their culture. Ganbina embeds cultural learning in a range of their activities, even though this is not the core focus for Ganbina.

For example, in the internal tutoring service, Ganbina includes Aboriginal and Torres Strait Islander examples and activities in the standard learning materials. The Leadership Program also allows young people to learn more about their history, helping them understand their background, along with other cultures. Ganbina is a safe place for young people to learn about their background and connect with others on a similar journey.

\$9.3m



“I’m not Yorta Yorta but Ganbina still encouraged us to learn about our Indigenous culture and about other Indigenous groups.”

- Young person

“Ganbina has a very strong culture. If they take you in they look after you and everyone knows you’re in their group. They all know you by name and they all will talk to you. They are great with kids and have a real understanding of how these kids learn.”

- Parent/Guardian

\$3.5m

Improved relationship with family

72% of young people surveyed said they had a better relationship with their family because of Ganbina. Ganbina actively engages parents or guardians in the young person’s education and job journey. This means families are aware of the young person’s aspirations and the young person can communicate fully with their parents or guardians about their work with Ganbina. This ultimately improves their relationship with their family.



Gained independence from family

\$0.8m

The financial assistance that Ganbina offered, either through scholarships or connections to find a new job, assisted young people to gain financial independence from their family.

Outcomes for young people – Relationships and belonging



“My son achieved his VCE, now his sisters know they can achieve it too.”

- Parent/Guardian



\$4.2m

Became a positive role model for peers, colleagues and family

Ganbina’s goal is to create agents of change that eventually leads to generational change. 72% of young people surveyed said they became someone that others look up to because of Ganbina. Ganbina explicitly celebrates achievement through newsletters and the Youth Achievement Awards and provides opportunities for young people to become role models for others. Ganbina also encourages siblings to join their programs to create change at the family unit level. By being the first to get a job, a qualification or create a successful career, Ganbina alumni can inspire other young people, their families and the broader community. The leadership qualities and confidence young people gain at Ganbina leads them to become leaders in their schools, workplaces and the broader community.

“Neither of my parents finished high school and I am the first one to finish in my family. I probably wouldn’t have been able to do it without Ganbina’s support.”

- Young person



\$3.4m

Avoided the justice system

Ganbina is focused on long-term change. By encouraging young people to pursue a positive career path, educational outcomes and strive for goals they might not have considered previously, Ganbina is decreasing the likelihood of young people engaging in choices that could lead to negative consequences. These choices might get them into trouble with the police, become a parent before planning to or dropping out of school. 71% of young people and 71% of parents/guardians surveyed said the young person didn’t get into trouble with the police because of Ganbina. 79% of young people agreed they avoided early pregnancy, with 66% of parents/guardians believing their child avoided early pregnancy due to Ganbina.

Avoided early pregnancy

\$0.3m

“There’s a bond there from doing the Ganbina program and they can relate with each other outside of school. They’re family and see each other as brothers and sisters if they know they’ve been in a Ganbina program. That bond that they have, they need.”

- Parent/Guardian



Outcomes for parents/guardians

Reduced financial barriers

\$0.6m

Ganbina provides scholarships to assist parents and guardians financially. Ganbina reimburses 75% of the cost of education, work or training expenses and the family provides the remaining 25%. Many of the families Ganbina assists are not able to afford new books, uniforms or all the expenses related to the opportunities the young people are engaged in and as such this assistance eliminates a large barrier for young people and their families. 81% of parents/ guardians surveyed believed Ganbina financial assistance helped them cover the young person's education and work expenses.



“Ganbina staff and the Program itself has provided so much guidance for my children I can't thank them enough for the support they have given.”

– Parent/Guardian

Improved relationship with young person

\$3.9m

By understanding the future plans of their children, parents/guardians are able to work with their children to help them achieve their goals. This leads to a better a relationship between their child. 56% of parents/guardians surveyed believed Ganbina helped them understand the young person's future plans and career goals. Ganbina makes this seamless as it actively involves parents in the young person's educational and employment journey. For instance, a range of career expos are for both the young people and for parents to familiarise themselves with their child's potential employers.

“Kids have more goals for the future which relieves stress and the financial support helps towards kids achieving these goals.”

- Parent/Guardian

Reduced stress

\$1.3m

Nearly half (47%) of the parents and guardians surveyed indicated Ganbina helped decrease some of their stress. This stress is related to financial assistance and worry for their child and their future. Ganbina provides a sense of assurance for many in the community that their child will be 'alright' if they are being guided by Ganbina.

“He's normally kicked out of school but likes [Ganbina] tutoring and really enjoys learning. He has behavioural issues so school sends him home a lot. With his tutoring he is able to keep up his grades, otherwise he wouldn't normally be able to.”

– Parent/Guardian



Increased engagement in young person's education

\$0.1m

Ganbina encourages parents and guardians to attend school functions and activities, and also provides advice on how families can engage in their child's education. This can be daunting for some families, so Ganbina builds their confidence by advising them on how the young person is going with their education, what activities they have been doing and what their plans are for the future.



Outcomes for government

Increased tax revenue and savings in welfare payments

\$1.2m

Ganbina's success in supporting young people to find employment helps generate additional tax revenue for the government. Given the high unemployment rate in the region for Aboriginal and Torres Strait Islander people, the tax revenue being generated from these young people joining the workforce is a benefit that wouldn't exist without Ganbina. Furthermore, the young people engaged in the workforce are no-longer on Newstart (now JobSeeker payment) and may have reduced other welfare payments. This is a direct saving for the government. This is a significant outcome as Ganbina is not funded by Government and was able to generate positive outcomes for government through its activities.



Reduced expenditure on employment services

\$0.1m

Ganbina is a transition to work program that addresses a part of the youth unemployment problem. This reduces government expenditure in employment services. Ganbina offers a suite of job education services and job-seeker services that help young people find work. Given Ganbina places young people in jobs they are interested in, there is a further reduction in costs associated with young people leaving jobs they are not interested in and going through the employment services system again.



Reallocation of resources due to reduction in criminal offences

\$0.7m

Ganbina helps young people avoid the justice system as it guides them to remain in school and to a successful career. This means there is an immediate reallocation of resources due to the reduction in criminal offences as young people are staying in school. There is also a longer-term reallocation of resources that occurs as more young people Ganbina works with stay out of the justice system. Once the young people are set on a positive path, it's more difficult for them to commit a crime. This would lead to a reduction in the occurrence of criminal offences by Aboriginal and Torres Strait Islander youth, especially in the Goulburn Valley area, leading to a permanent reallocation of costs associated with the justice system.

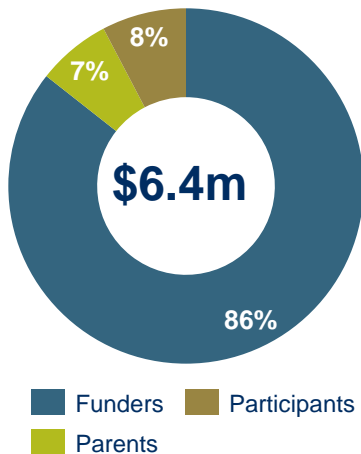


SROI Ratio

Inputs

The investment included in an SROI analysis is a valuation of all the inputs required to achieve the outcomes that will be described, measured and valued. Both monetary (cash) and non-monetary (in-kind) contributions are considered. The total investment in Ganbina during 2016-2019 was \$6.4m¹. Both direct and indirect program costs were considered in the SROI investment figures with the exclusion of costs related to expanding the Ganbina model throughout Australia.

Total investment



Philanthropy

Philanthropic funds invested in Ganbina between January 2016 – December 2019 total \$5.5m. No non-monetary contributions were made to Ganbina during this period. It is critical to note that Ganbina does not receive any funding from Government. This funding structure enables Ganbina to focus on its own priorities over the long time period needed.

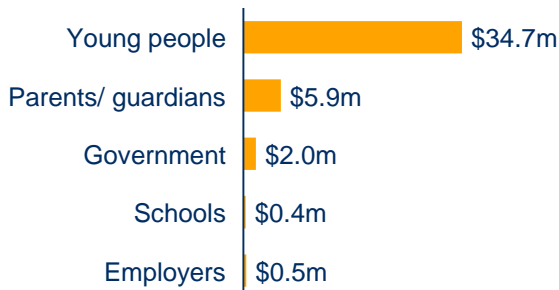
Parents and young people

The scholarships provided by Ganbina reimburse 75% of the education or employment expenses incurred in the year. The remaining 25% of the cost is covered by young people or their families or guardians. It is not paid to Ganbina but for the purposes of the SROI analysis it is included as an input. In the previous SROI analyses it was found that young people who had left school or were employed were paying for themselves and that this accounted for just over half of the investment made by families each year. Given that young people over 18 receive larger scholarships this means a significant investment is being made by young people. In total, young people and families invested \$0.92m in the programs to achieve the outcomes.

Social value created

This investment generated a range of outcomes for stakeholders to the total present value of

\$43.4m¹



\$6.60

social and economic value is created

For every \$1 invested

¹A compound rate of 1.46% p.a. was applied to the total value of investments to calculate present value. This captures the time value of money and allows us to compare like-for-like investments. This rate was chosen as it is the Reserve Bank of Australia's average cash rate for the period between January 2016 and December 2019.



Value created

Ganbina had a substantial impact on the lives Aboriginal and Torres Strait Islander young people. The total value created by Ganbina is the unique value created for the stakeholders attributable to the investment between January 2016 and December 2019. The following table summarises the value created for each stakeholder group.

Stakeholder	Outcome	Value (\$'000) ¹	Total value by stakeholder (\$'000) ¹	Share of total value for stakeholder ¹	Share of total value ¹
Young people	Increased school engagement	\$671	\$34,659	2%	80%
	Increased school attendance	\$3,258		9%	
	Education completion (Year 12, equivalent or university)	\$693		2%	
	Commenced further education/ training	\$194		1%	
	Expanded view of post-school options	\$2,722		8%	
	Gained employment	\$1,364		4%	
	Improved relationship with family	\$3,524		10%	
	Found someone to look up to	\$751		2%	
	Increased cultural knowledge and pride	\$9,338		27%	
	Avoided the justice system	\$3,378		10%	
	Increased self-confidence	\$2,536		7%	
	Gained independence from family	\$811		2%	
	Positive role model for peers, colleagues and family	\$4,246		12%	
	Developed life skills	\$838		2%	
Avoided early pregnancy	\$335	1%			
Parents and Guardians	Reduced financial barriers	\$638	\$5,930	11%	14%
	Increased engagement in young person's education	\$48		1%	
	Improved relationship with young person	\$3,908		66%	
	Reduced stress	\$1,336		23%	
Schools	Additional support to resolve students' issues	\$292	\$381	77%	1%
	Improved relationship with students	\$89		23%	
Employers	Increased access to job-ready workers	\$306	\$472	65%	1%
	Increased ability to achieve Aboriginal and Torres Strait Islander employment goals	\$166		35%	
Government ²	Increased tax revenue	\$01.8	\$1,998	<1%	5%
	Increased savings in welfare payments	\$1,160		58%	
	Reduced expenditure on employment services	\$103		5%	
	Reallocation of resources due to a reduction in criminal offences	\$733		37%	
Total			\$43,441		
Total present value (including discount rate 1.46%)			\$42,111		
Total investment (present value including discount rate of 1.46%)			\$6,410		
SROI³ \$ per \$1			6.60		

Notes:

1. All values have been rounded to the nearest \$1,000 or the nearest %. For further details on the assumptions and calculations refer to the accompanying Impact Map, which can be obtained by contacting Ganbina.
2. As with any financial modelling, it is expected that any changes in the variables would result in changes to the SROI ratio. A sensitivity analysis has been conducted as an indicator of which variable/s have the most significant impact on the ratio. For the majority of scenarios tested, the SROI ratio remains significantly above 1:1, indicating that the social value created is greater than the investment.
3. This SROI analysis does not include a lifetime valuation of the changes in the lives of young people, from Government's perspective. It focuses on the valuation of the outcomes experienced as a direct result of the discrete period of investment, in line with the Social Value principles.



Young people's stories



Amy Goonan was a longstanding participant of Ganbina who had seized many of the opportunities that Ganbina offers. Amy received scholarships during Grades 3-6 and enrolled in the Jobs4U2 Program when she began high school. Winner of Ganbina Education Achievement Awards in 2012, 2013 and 2014, Amy went on to participate in the Ganbina Leadership Program during her final years in High School. With the help of Ganbina she also gained after-school employment with Kmart during 2013-2016. She also learnt to drive through the Driver Skills Program.

“Ganbina’s been there supporting me for a really long time and I have really benefitted a lot from their ongoing support. I have gained so much confidence, learned so much more about my own culture and so much more about the world in general as a result. I’m very glad I became involved with them.”

– Amy Goonan

Twenty-five year old Jamaal Cross, works as a Family Safety Project Officer with the Bendigo and District Aboriginal Co-operative. Jamaal has been actively engaged with Ganbina since 2008 and has accessed the Education, Training, Driver Support and Employment Programs. He completed a Bachelor of Human Services / Masters of Social Work last year.



“I am very grateful for the space I’ve ended up in. I’ve been blessed with a big opportunity, working in a supportive team, for an organisation that’s doing great things for the community. I’m looking forward to the future.”

– Jamaal Cross

“Ganbina gives you so much more than just financial assistance. It’s like a family environment and all the experiences I have had with them have been so valuable. Things like the excursions, and the industry tours, and help with an after school job, have all really brought me out of my shell and given me confidence in who I am and what I can do. I recommend Ganbina to everyone I know, I think they offer so much and it’s all so useful. My twin sister and lots of my cousins think it’s fantastic too.”

– Shaneka Dooly

Shaneka Dooly also joined Ganbina in Year 7. She was an Education Achievement Award winner in 2016 and 2017, and participated in the Driver Skills Program to gain her licence. Nineteen year old Shaneka now has a Diploma of Health Science and is currently studying for her Bachelor of Social Human Services and a Master of Social Work at Latrobe University in Bendigo. She wants to get a job in family services when she graduates and give back to young Aboriginal and Torres Strait Islander peoples.





Young people's stories



"The connections I made through Ganbina opened many doors for me and helped me to secure my current role as a Marketing Executive Non-Gaming at Crown Resorts," he said. "This is my dream job."

– Sam Muir

Twenty-four year old Joel Hudson is a participant in Ganbina's Employment Program and he is currently exploring career opportunities with the Victorian Police force. He first enrolled with Ganbina in 2008 when he was a high school student. He then graduated from the Vocational Training Program while he studied for his Certificate IV in Accounting at GOTAFE in 2015.



"I am a very independent person and I like to do things for myself. But Ganbina has been a constant support since I was in high school and the assistance I have received from Cecilia while I have been on the Employment Program has been great for my confidence and in connecting me with people who will help me further my career."

– Joel Hudson



"Rianne was a big part of my support network. If I was down, I would speak to her and she would help me."

– Young person

"LOVE the staff, so friendly, caring and engaging. I feel like family, connected and belonging."

– Parent/Guardian

"Every now and then I would have the Ganbina staff pop in and ask how I was going and how my family was. They ask about anything you would want to talk about. It was nice to talk to someone who wasn't family or a support worker."

– Young person



Where to next

Core focus – Goulburn Valley



As at May 2020, Ganbina is preparing to adapt to the changing environment as a result of Covid-19. Over the next decade, Ganbina’s local goals include:

- Increasing the pool of work-ready young Aboriginal and Torres Strait Islander people in the Goulburn Valley by engaging with 400 young people (six to 25 years old) each year by 2022.
- Maintaining positive employment outcomes for up to 100 Ganbina young people each year.
- Ensuring young people continue to achieve 80 per cent success rate in their primary program activity.
- Introducing new programs as required which meet the changing needs of young people and prospective employers.

Aspiration – Australia wide

The success of the Ganbina program has attracted the attention of other Aboriginal and Torres Strait Islander communities around Australia and overseas. As a result, Ganbina have been asked to share their knowledge, strategy and processes with others and have started an Expansion Project. The Expansion Project aims to have five self-sufficient Ganbina models running in regional Aboriginal and Torres Strait Islander communities by 2022. The hope is that these replicated models will be the first of many and that as a result, Aboriginal and Torres Strait Islander communities across Australia will achieve social and economic equality with other Australians.



How you can help

Organisations and individuals can help Ganbina in a number of ways including:

- Funding Ganbina's program and operations
- In-kind contributions including volunteering and product or service donations
- Hosting and mentoring Ganbina youth including access to corporate and professional leaders and teams
- Venue provision for youth workshops and other functions
- Professional Services such as career counselling and strategic operational advice
- Access to contacts who may assist Ganbina.

For more information, or to discuss how you can help young Aboriginal and Torres Strait Islander people to carve out a brighter future for themselves and their communities, please contact Anthony Cavanagh, CEO, Ganbina on 0428 217 332.

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