AWRAE

Aboriginal Women's Research Assistant & Evaluation Training Project

BUSINESS CASE

Building Aboriginal women's evaluation capacity in remote Australia

AWRAE Training Project (pronounced 'array')

Aboriginal Women's Research Assistant & Evaluation Training Project is promoting local Aboriginal women via an array of evaluation and research skills that they can transfer and utilise across their communities.

This business case discusses one solution to the pervasive issue of racial inequity in the field of evaluation: a plan to create a national social enterprise that increases the community of female, indigenous, on-country evaluators beginning with a two-year pilot in two remote Western Australian communities.

The Need

Currently, women in remote Australia face limited on-country employment opportunities.[1] In tandem, non-profits and government organisations face difficulty in gathering accurate data, recruiting remote evaluators and assessing the value of their remote programs. Indeed, in the report Mapping the Indigenous program and funding maze, the Centre for Independent Studies examined 1082 programs and found that "less than 10% (88) of these 1082 programs had been evaluated (either during or after implementation), and of those programs that were evaluated, few used methods that actually provided evidence of the program's effectiveness."[2] Thus, from both an employment and an evaluation perspective, there is high need.

This project allows women to have employment opportunities on country AND ensures programs operating on country are well-evaluated, thereby maximising community empowerment and minimising the chance that a program with low benefit continues. This aligns with the work of the newly-formed National Indigenous Australians Agency that aims to provide statistical analysis of data, evidence and research to inform policy and programs.

The Pilot

The AWRAE Training project will begin with a two-year pilot in Carnarvon and Broome/Derby, two remote communities experiencing high unemployment and a high number of under or poorly-evaluated programs. Over 71 women in these communities were consulted in August 2019 and Clear Horizons was selected to be the facilitator for the pilot project.

Community members' guidelines included:

1. Open to all **Aboriginal women 18yrs** and over
2. Have **mix of jobseekers** and other women (who working or studying)
3. Embedded mentoring and **support**
4. **Culturally secure**
5. Practical **hands-on learning** and alternative assessment methods
6. Cater to **individual learning needs** including low literacy and numeracy skills
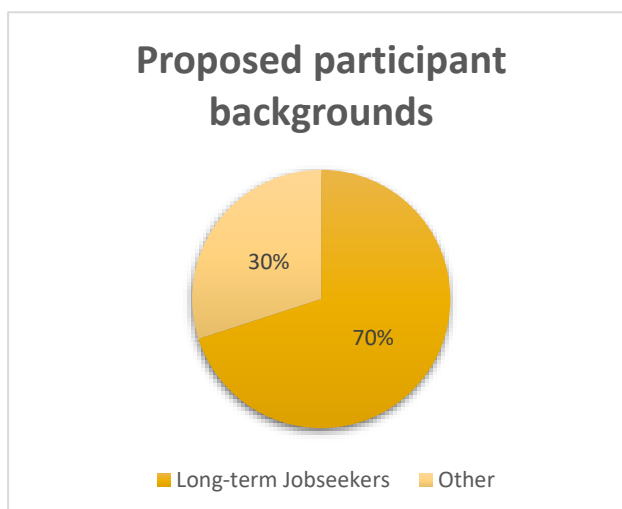7. **Block training** during school hours (9am-2pm)

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[1] According to the Australian Institute for Health and Welfare, "Indigenous employment rates (excluding CDEP participants) remain stable at 48%... the proportion of employed Indigenous Australians decreased with remoteness…The most commonly reported difficulties were that there were no jobs available" (p.4).

[2] The report also states: "What evidence exists on the outcomes of Indigenous programs suggests many programs are poorly designed and implemented — without a proper needs assessment or any overarching program design or strategy — and as a result there is substantial overlap and inefficiency" (p.23).

THE TRAINING

Clear Horizon will co-design training with women, however it is expected that the approaches in training will be based on best practice. The women will take from the co-designed training a clear skill set that can be adapted as required to suit local contexts. This includes decolonising evaluation approaches – learning the theory and rules to be savvy about when to break them.

The field officer and facilitator will conduct interviews to select an AWRAE training cohort from interested applicants. Clear Horizon's proposed approach draws on their commitment to capacity-building and holistic community empowerment using a flexible learning delivery and mentoring program. They will adopt an approach aligned with the notions and principles outlined in The United Nations Declaration on the Rights of Indigenous Peoples to ensure a focus on enhancing the control, protection and development of Indigenous knowledge, intellectual property and expressions of culture.

Proposed participant backgrounds

30%

70%

■ Long-term Jobseekers   ■ Other

Module	Focus	Curriculum
Module 1 – *Where are we now?*	Data collection	Collecting readily available data from local sources and potentially public sources and include general training on conducting research. The women will collect the data by mobile phone and tablet and learn various software programs to facilitate data collection.
Module 2 – *Where do we want to be?*	Data analysis techniques	Making sense of the data that has been collected and identifying gaps in service provision. NGOs would have access to raw data, but as a general rule, Clear Horizons will assist the community in performing data analyses and producing reports.
Module 3 – *How are we going to get there?*	Evaluation design	Developing and implementing community-defined collection and evaluation tools; including commissioning and developing proposals and evaluation plans. Surveys and data collection will be designed with contracting NGOs/government/communities.
Overarching – *What have we learned?*	Reporting	Reporting back to multiple stakeholders including a whole of community event that shares findings. AWRAE participants will learn techniques and skills to facilitate co-design workshops with clients and local community members (themselves and/or others).

The above curriculum is a guideline, to be further co-designed with community members. Initially, women completing the course will receive certification from Clear Horizon Academy in the pilot. Longer-term, AWRAE will look to partner with a tertiary provider to build microcredentialling into the training program.

INDIGENOUS DATA SOVEREIGNTY

The AWRAE Training project promotes the concept of Indigenous Data Sovereignty, which refers to the right of Indigenous peoples to exercise ownership and control over Indigenous Data, including the creation, collection, access, analysis, interpretation, management, dissemination and reuse.

Core set of IDS principles for AWRAE:

1. Ownership
2. Control
3. Access
4. Possession
5. By, for and accountable to First Nations
6. Amplifying the voice of community
7. Relevant and reciprocal
8. Sustainably self-determining

The Maiam nayri Wingara Indingeous Data Sovereignty Collective define 'Indigenous data' as information or knowledge, in any format or medium, which is about and may affect Indigenous peoples both collectively and individually. It ensures that data on or about Indigenous peoples reflects Indigenous priorities, values, cultures, worldviews and diversity. AWRAE supports this definition and chooses to adopt a set of principles based on a recent literature review by Skye Trudgett. The principles proposed by Skye are an aggregation of international IDS principles supported by current literature.

The Melbourne School of Population and Global Health recommended that Aboriginal and Torres Strait Islander evaluation leadership and ownership should be supported, noting that the "Expansion of the participation of Aboriginal and Torres Strait Islander people in co-designing and leading evaluation will require access to training to support these activities."

Relatively few training opportunities are targeted specifically at increasing evaluation expertise…" This sentiment is echoed in the recently-released issue paper from the Productivity Commission. AWRAE will continue to develop its contextual understanding and implications of IDS as we grow in experience. For now, we will embed and advocate for the above-mentioned principles, across all tiers of stakeholders and influence and all intersecting moments in which data is developed or used by and for First Nations people.

Ethics will be obtained for the pilot project both via Murdoch University (thanks to pro bono support from Rhonda Marriott) as well as via Western Australian Aboriginal Health Ethics Committee.

Core principles of IDS	Possible ways/activities for how this can be done in AWRAE training project
1. **Ownership**	• Data about Indigenous people is the property of the community represented in the body of work; it should also be held by Indigenous people to authorise and monitor access and use
2. **Control**	• Data sharing agreements and protocols • Each community has the right to interpret principles of IDS differently and can choose not to use principles if they wish • All research and/or information gathering relating to Indigenous people to be completed within an invitational space where Indigenous people have decided there is a need to ask questions and seek information
3. **Access**	• All Indigenous data to be held in a central repository (similar to that of AIATSIS' physical store but to also include electronic data and research documentation) with support for local level data access to be prioritised (to inform decision making) • All Aboriginal and Torres Strait Islander data to be held by Aboriginal and Torres Strait Islander people who authorise and monitor access and use
4. **Possession**	• Following completion of data collection works (ie. End of research), data should be submitted to a central repository where all applications for data access, re-analysis and publication are made and reviewed in line with initially agreed upon Data Sharing Agreement and permission from the representative steering committee (where applicable)
5. **Asserting Indigenous rights and interests**	• NGOs wishing to operate in the community held accountable for upholding all principles of IDS and agreements outlined in Data Sharing Agreements
6. **Prioritise & amplify voice of community**	• Aboriginal and Torres Strait Islander people to be engaged via the AWRAE program
7. **Requiring quality and integrity**	• Clear Horizon's payment schedule is linked to the quality of module delivery and evaluation output
8. **Relevant and reciprocal**	• Benefit sharing agreements and compensation should be outlined in the Data Sharing Agreement • Work must be relevant and meet the needs and priorities of Indigenous people in the community
9. **Culturally safe & smart**	• AWRAE work will recognise and build upon traditional knowledge and integrate this knowledge into co-designed courses

"I SEE THIS PROJECT IN PARTICULAR AS INVESTING IN THE CAPACITY BUILDING OF OUR COMMUNITY" - CHERIE SIBOSADO

SUPPORT MODEL

The proposed support model to be used with the AWRAE Training Project will consist of a three-fold wraparound structure that provides participants with access to adequate mentoring and support for the duration of the program. This model can be achieved by:

1. Partnering with the local Employment Services Provider (Jobactive Providers) as these providers already supply Workplace Mentors (Case Managers) who provide intensive support to their jobseekers to assist them secure and remain in education or employment placements (direct day-day support). Winun Ngari Employment Services, Nirrumbuk Employment Service, Nymba Buru Yawuru – Transition to Work and KRCI Parenting Next have agreed to partner with project.

2. Ensuring the facilitator (Clear Horizon) embeds mentoring support into their respective scope to ensure retention and completion of program and provide high-quality evaluation products to non-profit and government clients.

Field officer

Facilitator

Host organisation

AWRAE participants

3. Maintaining strong internal supports. There are two key roles within AWRAE: (1) the Field Officer, who is responsible for consultations, recruitment and retention of women, liaising with job services host organisations and attracting local evaluation clients and (2) the Business Manager who is responsible for fundraising, ethics, attracting national evaluation clients and maintaining financials. [3]

Safety of all participants will be managed and maintained by Key Stakeholders Insurance, Policies & Procedures and Risk Management Plan.

Contract length and payments will vary from contract to contract. For instance, Girls Academy is interested in data collection from their graduating cohort every six months (via telephone—where are they located, are they employed, are they on their intended career track). On the other hand, Ngala Family Services is interested in a one-off evaluation of their 'Growing Strong Brains' initiative, to take place in person the Carnarvon region.

In every case, AWRAE women will be paid a fair award-level entry wage, but not too high as too draw undue attention to them in their community. They can travel to different communities (up to a day of travel) for interviews.

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[3] Currently Telstra supports the field officer position and the business manager position is being completed on a pro-bono basis.

BUSINESS CONSIDERATIONS

The aspiration and long-term vision of the AWRAE Training project is that it is adopted and continued by an Australian-owned entity/institute such as CSRIO, University, TAFE or a private Indigenous RTO/company that has the capacity and footprint to lead a national endeavour. During the pilot, AWRAE staff will be exploring these options and leading discussions to identify a suitable lead entity.[4]

In the interim, it is the quality of the evaluations that will AWRAE participants will learn techniques and skills to make sense (analyse) of data that is collected. The responsibility for this quality will lay with all the members of the support model: the field officer's support, the quality of the facilitator's training, the mentoring provided by the host organisation and the ambition and drive shown by the AWRAE women will combine to deliver a quality product.

Several contextual factors can positively influence the success of the pilot:

- **Evaluator independence and competence:** Clear Horizon, a highly reputable evaluation firm, is designing the training with the aim of the AWARE evaluators becoming increasingly self-sufficient over the years.
- **Generated income:** AWRAE should be priced affordably but also reflective of the expertise that NO ONE else has. AWRAE will have an advocacy role as it breaks ground, it is important that pricing and acceptance of work does not perpetuate the status quo on the path to decolonising evaluation.
- **High employee retention:** Retention will lead to lower costs ongoing. Agree, and this is a scenario where the relatively limited career options on country – coupled with strong support lead by our field officer – should assist us to maintain high retention rates.
- **Ongoing demand for services:** Steady work will help employee retention. There is small, but growing, demand within governments for Indigenous evaluation services [5] Ultimately, the social enterprise model will be similar to that of most evaluation consultancy firms, with a long-term eye of garnering a large proportion of community-wide contracts (e.g., assisting government or land management clients evaluate ALL programs operating in an area; to make recommendations and spot gaps), as these will likely offer the most lucrative/steady contracts. Such government and council partnerships are being actively pursued.

Indicators of short-term success:
- By June 2021: If the pilot generates enough interest to attract funding for years 3-6.
- By June 2021: If the state and/or Commonwealth government begins to contract AWRAE services
- By June 2021: If 24 or more women have been trained and 8 evaluations have been completed
- By June 2022: 85% are engaged in EET 12 months post-project and at least six women go onto further evaluation-related career options.

Indicators of long-term success:
- By June 2025: If the social enterprise is self-sustaining, i.e., returns >$1 in profit.
- By June 2025: At least 21 trained women have joined the Australasian Evaluation Society (and/or are pursuing a career in evaluation). This would double the current AES Indigenous membership.
- By June 2029: The number of high-performing programs (as defined in conjunction with clients) in AWRAE *communities increases (via improvement, consolidation or termination of poor programs) by at least 30%.*

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[4] Preliminary discussion are already underway to explore Charles Darwin University as a suitable tertiary institution as this training could lead into a more formal tertiary education pathway and qualification for interested participants

[5]. For instance, the Centre for Health Policy Melbourne School of Population and Global Health noted "*A good example of capacity building built into a tender is in the 'Evaluation and development of Aboriginal community engagement and partnership framework' tender by the Victorian Department of Human Services, which has the criteria, 'The tenderer either has Aboriginal consultants employed within its organisation or will be partnering with an external Aboriginal consultant/s'. This selection criterion is heavily weighted …*" (p.21)

PARTNERSHIPS

At the genesis of this project in early 2019, several Western Australian non-profits (including ABC Rangers, Girls Academy, Ngala, Kimberley Land Council, Murdoch and Edith Cowan University) brainstormed a list of projects and locations; there is no shortage[6]. ABC Rangers, an indigenous-led local business, has agreed to provide the DGR status.

The business model calls for three types of client engagement:

1) One-off evaluation services for single clients (standard rate estimate: 10% of the project budget)[7]
2) Ongoing evaluation services for single clients (for instance, six-monthly surveys of clients, again 10%)
3) Whole-of-community evaluations (by funder or by project type for instance, all Commonwealth or all land management projects occurring within an area).[8] Ongoing and on-off, price based on scope.

Below are examples of organisations that are being approached as potential clients for one-off and ongoing:

Carnarvon	Broome/Derby	Across sites
• Aboriginal Biodiversity Conservation Foundation • Real Futures (CDP Provider) • Mission Australia • Aboriginal Family Law Services • Carnarvon Trust Aboriginal Corp • Carnarvon Medical Service Aboriginal Corporation • Yinggarda Council Aboriginal Corp • Shire of Carnarvon • Edmond Rice – Flexible Learning Centre • Centacare • Ngala Gascoyne • Carnarvon Women's Refuge • Carnarvon PCYC • Men's Group • Jindi Jindi Grandmothers Aboriginal Corporation • Mungullah Community • Yamjti Marlpa Aboriginal Corp • Night Patrols	• Nymba Buru Yawuru • Kullari Patrol • Ngunga Womens Group • Kimberley Land Council – Local Prescribed Body Corporates • Winun Ngari Aboriginal Corporation • Wunan Foundation • Nirrumbuk Aboriginal Corporation • Kullarri Regional Community Inc. • Men's Outreach Inc. • Alive & Kicking Goals • Milliya Rummurra Alcohol & Rehabilitation Centre • Save the Children • World Vision Australia • Anglicare • Red Cross • Centacare Kimberley • MercyCare • Telethon Kids Institute	• Western Australian Police Force • Government of Western Australia Department of Justice • Government of Western Australia Department of Communities • National Indigenous Australians Agency • Office of Prime Minister and Cabinet

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[6] In fact, the An Evaluation Framework to Improve Aboriginal and Torres Strait Islander Health, Centre for Health Policy Melbourne School of Population and Global Health found that "duplication and waste were rife," citing the example of Roebourne (WA) with a population of 1,150, had 67 local service providers and more than 400 programs funded by both federal and state government. However, few or none of these programs currently have an adequate evaluation budget. AWRAE is actively recruiting clients and encouraging clients to include evaluation costs in their project design.

[7] Organisations such as ABC Rangers to contract AWRAE for many of these organisations can also provide community networks and link potential candidates to the project on an ongoing basis. In the case of organisations such as Girls Academy, this could include mentoring and support with students participating.

[8] Communities will be encouraged to request that programs can ONLY operate in the area if evaluated by Indigenous evaluators, and AWRAE will be available to fill that role.

PARTNERSHIPS (CON'T)

In terms of the start-up funding for this scalable social enterprise, Telstra has generously granted $105,000 to cover the initial facilitator fees and the salary and travel expenses for a field officer working in Carnarvon (originally from Derby) who is very passionate and articulate about this opportunity, has a diploma in Business Administration and is on the Board of a local ranger organisation. She has been conducting initial community consultations.

The Ian Potter Foundation has granted $40,000, the WA Department of Communities $11,000 and various private donors $30,000 to assist with immediate planning, ethics, recruitment, community consultations, etc.

"Thank you for sending this around. It is impressive. It not only could serve as a tool to measure how services or research are impacting on marginalised groups, but it is a great example of Indigenous data sovereignty which is a very powerful movement to get First Nations people to take control of their own data; it's collection, analysis and interpretation. When this happens effective change for good happens in communities and groups."

Fiona Stanley

DATA SECURITY

AWRAE's concept of data ownership is based on Indigenous Data Sovereignty. We agree that ownership is by

those who give the data, as in the community 'owns' data. In practical terms, all communally-owned data will be deidentified and only a transcript available to those wishing to access information. The commissioning organisation will need to seek permission to tell story about the data.

In terms of immediate storage, Clear Horizon's data storage meets the ISO/IEC 27001 standard as their Track2Change platform is built using Microsoft products, Office 365, Azure Cloud, OneDrive, Sharepoint and MS Forms. All their data is also held in Australia with compliance with the Commonwealth Privacy Act 1988 various State legislation.

Most critically to the AWRAE project, Clear Horizons is in the process of developing a Commonwealth Data Protection Plan which all federally funded projects will be required to have if they are collecting and storing data. The plan requires them to be consistent with the Australian Government's Protective Security Policy Framework (PSPF) and Information Security Manual (ISM). After a successful pilot, if necessary, AWRAE will look into similar options, preferably those that are Indigenous-owned.

For further risk management, Clear Horizons plan to obtain Cyber Insurance which has taken a considerable process of ensuring business processes and technology are at high standard when it comes to security.

Timeline

Stage one—Relationship building (year 0-1)

- March-December 2019 – Fundraise.
- July-December 2019 – Hire field officer, appoint preferred facilitator (*Clear Horizons selected August 2019*). Community consultations to gain endorsement of the project.
- October-December 2019 – Finalise MOUs with partner host organisations.
- January - February 2020 - Establish local community reference group. Includes engaging the Traditional Ecological Knowledge Advisory Group in the Carnarvon Region to ensure cultural safety.

Stage two—ABC supports small, local pilot in two sites (years 1-2)

- March-April 2020 – Interview women and select 12 participants per site. Finalise logistics and facilities, including phones/tablets purchased.
- May-June 2020 – Training conducted. Continue consultations, ethics and client recruitment as needed.
- July-September 2020 – Begin research for Girls Academy (Broome/Derby) and ABC and Ngala (Carnarvon); continue to recruit other clients.
- October-December 2020 – Initial research projects completed, field officer continues to focus on recruit local organisations who may host future evaluation projects and a lead entity to host project.

Stage three—Transition to regional enterprise (years 3-6)

- October 2020-March 2021 – Initial research projects used to pitch to other NGOs/WA govt/Commonwealth for further funding.
- June-December 2021 – Hire business manager (earlier if funding allows).
- January 2022-December 2025 – Expansion to 2-3 additional sites per annum, as projects allows.

Stage four—Self-sustaining social enterprise (years 6+)

- January 2026 – If phase three successful, begin transition to self-sustaining social enterprise.
- January 2026 – Local project managers on the ground as expansion occurs.

...a valuable initiative that has the potential to deliver considerable benefits to young women and their communities

Hon Simone McGurk MLA, WA Minister for Community Services

HOW YOU CAN HELP

1. **Help fund the pilot.** We are still calculating the total cost, but based on previous TEGA projects, covering the field officer salary plus 12 young women's salaries plus the facilitators, data storage, travel and phones will be about $250,000/year. Smaller amounts are welcome, for example:
   - $12,000 can fund the mobile phones, SIM cards and data needed for the project
   - $37,400 can fund the travel for training and evaluation work for a year
   - $42,000 can fund the salary of the field officer/business manager for a year
   - $230,010 can fund the facilitator's annual training fee

2. If you know of **projects in Derby and/or Carnarvon that would pay for/require survey/interview data collection**, please let us know.

3. **Do you have any advice on whom we should approach?** Please help spread the word. We have enough money that the pilot is commencing, but still need to raise about half the funds.

It is important that this project is Indigenous-led, but it is also important that involved parties are adequately reimbursed, hence the fundraising is occurring in advance of and in tandem with community consultations.

You can donate via ABC Rangers, a local Indigenous Ranger group has agreed to manage and host the project. They have a "donate" button on the top left of their website. http://www.abcau.com.au/. If you require a tax invoice, email Liz Axel and let her know the donation is for the AWRAE project: admin@abcau.com.au

**Please note this is an estimated budget and will be updated quarterly to reflect more accurate figures as the project progresses	FY19-Building relationships	FY20-Pilot begins	FY21-Pilot concludes	FY22-Expansion to third site	FY23-Expansion to fourth site	FY24-Expansion to fifth site	FY25-Expansion to sixth site
The Ian Potter Foundation-confirmed	$ 40,000.00						
Telstra-confirmed	$ 105,000.00						
Various AEGN donors-confirmed	$ 30,000.00						
WA Department of Communities - Grants for Women-confirmed	$ 11,000.00						
Indigenous Land and Sea Council-confirmed		$ 100,000.00					
AIATSIS - confirmed		$ 147,000.00					
FRRR-unconfirmed		$ 50,000.00	$ 50,000.00	$ 50,000.00			
Anonymous Foundation-unconfirmed			$ 150,000.00	$ 150,000.00	$ 150,000.00		
Self-generated funding via charges for evaluation services (e.g., from WA government, Girls Academy)**		$ 240,000.00	$ 480,000.00	$ 840,000.00	$ 1,080,000.00	$ 1,260,000.00	$ 1,500,000.00
Total raised	*$ 186,000.00*	*$ 598,200.00*	*$ 680,000.00*	*$ 1,040,000.00*	*$ 186,000.00*	**$ 1,260,000.00**	**$ 1,500,000.00**
Other donors (to be raised, including corporate, private, and government)	$ 81,100.00	$ 144,892.00	$ 76,956.00	-$ 53,494.40	$ 81,100.00	$ 37,573.27	-$ 51,164.53
Total	**$ 267,100.00**	**$ 743,092.00**	**$ 756,956.00**	**$ 986,505.60**	**$ 267,100.00**	**$ 1,297,573.27**	**$ 1,448,835.47**

**Ideally, this will be much higher, but initial conservative assumption is $30,000 per job and 8 jobs a year per community (four jobs during training year)

Expenses

Expenses							
Field officer salary and on costs*	$ 40,000.00	$ 82,000.00	$ 82,400.00	$ 84,872.00	$ 87,418.16	$ 90,040.70	$ 92,741.93
Travel for new community consultations**	$ 4,500.00			$ 1,500.00	$ 1,500.00	$ 1,500.00	$ 1,500.00
Travel for trainings and evaluation work***	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Ethics committee fees	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00	$ 1,000.00
Young women's salaries ($10,800/yr)****		$ 259,200.00	$ 259,200.00	$ 388,800.00	$ 518,400.00	$ 648,000.00	$ 777,600.00
Creche support******		$ 21,600.00	$ 21,600.00	$ 32,400.00	$ 43,200.00	$ 54,000.00	$ 64,800.00
Mobile phones, SIM cards and data (@$500 per young woman)	$ 12,000.00	$ 12,000.00	$ 12,000.00	$ 18,000.00	$ 24,000.00	$ 30,000.00	
Facilitator - Broome/Derby	$ 100,000.00	$ 131,436.00	$ 80,200.00	$ 80,200.00	$ 80,200.00	$ 80,200.00	$ 80,200.00
Facilitator - Carnarvon	$ 100,000.00	$ 131,436.00	$ 80,200.00	$ 80,200.00	$ 80,200.00	$ 80,200.00	$ 80,200.00
Facilitator - Community 3	$ -	$ -	$ 131,436.00	$ 80,200.00	$ 80,200.00	$ 80,200.00	$ 80,200.00
Facilitator - Community 4	$ -	$ -	$ -	$ 131,436.00	$ 80,200.00	$ 80,200.00	$ 80,200.00
Facilitator - Community 5	$ -	$ -	$ -	$ -	$ 131,436.00	$ 80,200.00	$ 80,200.00
Administrative overhead (for auspicing NGO)	$ 23,600.00	$ 31,700.00	$ 20,000.00	$ 15,000.00	$ 15,000.00	$ -	$ -
Business manager salary		$ 65,600.00	$ 65,920.00	$ 67,897.60	$ 69,934.53	$ 72,032.56	$ 74,193.54
Promotion and dissemination	$ 3,000.00	$ 3,000.00	$ 3,000.00	$ 6,000.00	$ 6,000.00	$ 6,000.00	$ 6,000.00
Total	$ 272,100.00	$ 738,972.00	$ 756,956.00	$ 981,505.60	$ 1,212,688.69	$ 1,297,573.27	$ 1,448,835.47

*Part time during the pilot, increases by 3% annual to cover CPI

**Assuming Carnarvon-Broome flights are $800 return and Broome-Derby hire car and petrol is $200 per trip

***Included in Clear Horizons budget, will tease out in 2020 before facilitator travel begins as the community has requested only Indigenous facilitators, so travel costs may vary

****24 women at $18/hr, 20hrs/wk, 30 wks/yr, including training. This will vary depending on available jobs and ideally increase over time for interested young women.

******One worker earning $18/hr per location from 9-2pm, three days a week, 40 weeks a year.