



Ngarrimili

# RIPPLE EFFECT

Evaluation Project

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Theory of Change & Outcomes Framework

# Introduction

Meaning 'to dance' in Wadawurrung, Ngarrimili was established to nurture and support business and entrepreneurship opportunities amongst Aboriginal and Torres Strait Islander communities across Australia. We work with businesses, entrepreneurs, creatives, and not-for-profit organisations through the delivery of tailored, Culturally informed support.

We foster generational wealth and a sustainable Aboriginal and Torres Strait Islander economy through the development and implementation of frameworks and strategies that understand and meet the needs of Aboriginal and Torres Strait Islander businesses, entrepreneurs, creatives, not-for-profit organisations, and communities. We currently achieve this by delivering the following activities:

## **1:1 Business Support:**

Ngarrimili provide 1:1 personally tailored support to Aboriginal and Torres Strait Islander businesses, entrepreneurs, creatives, and non-for profit organisations across Australia.

## **Not-for-profit Support:**

Ngarrimili provides personally tailored mentoring, coaching and services for Aboriginal and Torres Strait Islander not-for-profit organisations.

## **Youth Pipeline:**

Ngarrimili's Youth Talent Pipeline is a program that aims to support and foster the next generation of Aboriginal and Torres Strait Islander entrepreneurs and industry experts through paid and meaningful development opportunities.

## **Murran:**

Murran, the Aboriginal and Torres Strait Islander Business, Arts and Retail Hub is a community lead and focused, multipurpose space in the Geelong CBD comprising of a retail shop, a cafe, co-working space, a gallery,

and meeting and conference rooms. Ngarrimili designed the business, arts and retail hub, the first of its kind nationally, on Wadawurrung Country. We tailor the above activities to meet the needs of businesses and founders wherever they are in their business journey. We believe founder wellbeing, through a lense of Culture and connection, is vital to business success.

While we continue to see the success of Our current activities, we also recognise the need to continually evolve as an organisation to meet the ever growing needs of our Aboriginal and Torres Strait Islander business network and ensure that they are in turn meeting the needs of their families and communities.

It was with this in mind that we partnered with the Victorian Government Department of Jobs, Skills, Industry, and Regions (DJSIR) to develop the Ngarrimili Ripple Effect Evaluation Project.

We are very excited to share the first phase of the project, the Theory of Change and Outcomes Framework, which will inform the development and implementation of the next phase of the project, as well as future programs, frameworks, and strategies to support Aboriginal and Torres Strait Islander businesses, entrepreneurs, creatives, and not-for-profit organisations in Victoria.

**Bek Lasky**

*Chief Executive Officer Ngarrimili Ltd.*

# Ripple Effect Evaluation Project

The Ngarrimili Ripple Effect Evaluation Project is a multi-year research and evaluation project aimed at identifying and understanding the ripple effects that Aboriginal and Torres Strait Islander businesses, entrepreneurs, creatives, and not-for-profit organisations have on their families, communities, and the Victorian economy.

## The purpose of the project is as follows:

To develop sustainable and effective frameworks for fostering and maintaining growth in the economic prosperity, and social, emotional, and Cultural wellbeing of Aboriginal and Torres Strait Islander peoples and communities in Victoria.

To identify barriers to economic prosperity for Aboriginal and Torres Strait Islander businesses, peoples, and communities, and develop Culturally and trauma informed enterprise support to remove them.

To increase the capacity of Ngarrimili to identify key drivers of generational wealth for Aboriginal and Torres Strait Islander peoples and communities, and strengthen the governance and operational capability of Ngarrimili as a business through the development of relevant policies and frameworks.

## The success of the project will ensure:

The sustained economic prosperity of Aboriginal and Torres Strait Islander peoples and communities in Victoria.

The establishment of frameworks to foster generational wealth for Aboriginal and Torres Strait Islander peoples and communities in Victoria

An increase in the presence and participation of Aboriginal and Torres Strait Islander business and enterprise in the Victorian economy.

This first phase of the project was lead by Ngarrimili's Principal Policy Officer under the direction of a Project Working Group (PWG) made up of the following Aboriginal and Torres Strait Islander business experts:

**Adam Wooding:**

*Co-Founder*  
Empower Digital

**Katena Valastro:**

*Business Operations Manager*  
Common Ground

**Charles Williams:**

*Founder & Director*  
Narrun-Milloo Consulting NMC

**Kerry Kennell:**

*Director*  
Kennell&Co

**Cormach Evans:**

*Founder & Managing Director*  
Strong Brother Strong Sister

**Lay Maloney:**

*Project Officer*  
National Indigenous Youth Education  
Coalition (NIYEC) & Freelance Writer

The establishment of the PWG, chaired by Ngarrimili's CEO, Bek Lasky, coincided with the development of the project plan, scope, research methods and process, and timelines.

A Literature Review was undertaken by the Principal Policy Officer and informed the discussion relating to the community consultation process. The decision was made by the PWG to design a 'hybrid' communications consultation strategy, comprising both an online and face-to-face component, to maximise community reach and engagement.

The online component comprised of a targeted online consultation survey disseminated across all Ngarrimili social media and online communications platforms. The data and feedback was analysed and a summary provided to the PWG for consideration and endorsement. This data and feedback informed the development and delivery of the face-to-face component.

The face-to-face component comprised of a series of focus groups aimed at drilling down deeper into the data and feedback received through the online survey. The participants of the focus groups were made up of Aboriginal and Torres Strait Islander businesses, entrepreneurs, creatives, and not-for-profit organisations that participated in the survey.

The data and feedback from the hybrid consultation process was then utilised by the PWG to develop the domains and outcomes for the Theory of Change and Outcomes Framework.

The Working Group highlighted two key themes that overlay all of the domains and are fundamental to their success. They are the fostering of meaningful and lifelong relationships, and self-determination, which are the driving force behind the work that Aboriginal and Torres Strait Islander businesses, entrepreneurs, creatives, and not-for-profit organisations do.

# The Project Eco System

The below diagram is a representation of the project ecosystem with Ngarrimili's network of Aboriginal and Torres Strait Islander businesses, entrepreneurs, creatives and not-for-profit organisations at the centre, layered by Country, their families and communities, and the Victorian economy. The circles on the outside represent the project domains.

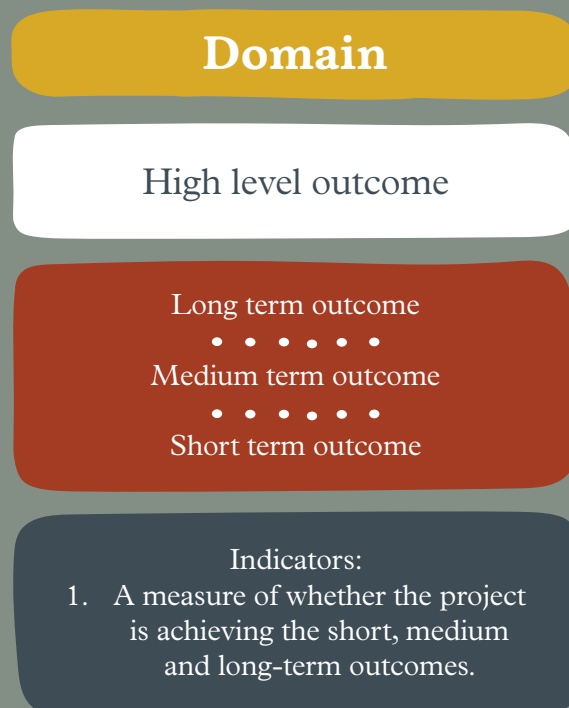
Note: The term, "Aboriginal and Torres Strait Islander businesses" in the Theory of Change & Outcomes Framework encompasses all Aboriginal and Torres Strait Islander businesses, entrepreneurs, creatives, and not-for-profit organisations in Victoria.



# Theory of Change & Outcomes Framework

The Theory of Change and Outcomes Framework provides an overview of the project domains, outcomes expected over the short, medium and longer term, and activities, and will inform the development of future programs, frameworks, and strategies to support Aboriginal and Torres Strait Islander businesses, entrepreneurs, creatives and not-for-profit organisations in Victoria.

The diagram below provides an overview of how the domains, outcomes, and indicators to measure success are displayed:



The domains, outcomes, and indicators outlined in the Theory of Change & Outcomes Framework all align with Ngarrimili’s vision for the project, as well as that of community. Both the Ngarrimili vision and community vision have been outlined on the next page above the Theory of Change and Outcomes Framework.

## Ngarrimili Vision:

To foster generational wealth and a sustainable Aboriginal and Torres Strait Islander economy through the development and implementation of programs, frameworks, and strategies that understand and meet the needs of Aboriginal and Torres Strait Islander businesses, entrepreneurs, creatives, not-for-profit organisations, and communities.

## Community Vision:

To conduct business in a way that creates opportunities for Aboriginal and Torres Strait Islander peoples and communities, showcases and celebrates Culture, Country and sustainable practice, supports young people, and fosters generational wealth.



## Connected to Community

Aboriginal and Torres Strait Islander businesses are embedded in Culture

Aboriginal and Torres Strait Islander businesses foster Cultural understanding and inclusion in their communities



Aboriginal and Torres Strait Islander business owners are strong in their identity



Aboriginal and Torres Strait Islander businesses have established meaningful lifelong relationships in their communities

1. Increase the number of businesses partnerships and/or joint initiatives between businesses and Traditional Owner groups in Aboriginal and Torres Strait Islander communities.

2. Increase engagement and participation in cross-Cultural understanding programs.

3. Increased implementations of Cultural standards/protocols for conducting business in Aboriginal and Torres Strait Islander communities.

## Economically Sustainable

Aboriginal and Torres Strait Islander communities are economically prosperous

Aboriginal and Torres Strait Islander businesses invest time in the development of programs and supports that benefit their communities.



Aboriginal and Torres Strait Islander businesses establish formal business networks within their communities to bolster a circular economy.



Aboriginal and Torres Strait Islander peoples and communities engage in programs that benefit them and their community.

1. Increase in the number of community-controlled programs in Aboriginal and Torres Strait Islander communities.

2. Increase the number of young people engaged in Aboriginal and Torres Strait Islander community programs.

3. Increase the number of partnerships between Aboriginal and Torres Strait Islander businesses and non-Indigenous community groups

## Foster Generational Wealth

Aboriginal and Torres Strait Islander business owners become philanthropists

Aboriginal and Torres Strait Islander businesses have the agency to make meaningful financial investments in their communities.



Aboriginal and Torres Strait Islander business owners support staff to start their own business.



Aboriginal and Torres Strait Islanders businesses employ Aboriginal and Torres Strait Islander staff.

1. Increase participation of Aboriginal and Torres Strait Islander young people in traineeships and internships at Aboriginal and Torres Strait Islander businesses.

2. Increase the number of businesses engaged in personally tailored 1:1 support through Ngarrimili.

3. Increase the number of Aboriginal and Torres Strait Islander businesses that fund enterprise projects and programs in their communities.

## Wellbeing Focussed

Aboriginal and Torres Strait Islander communities are healthy and well

Aboriginal and Torres Strait Islander business owners are engaged in wellbeing programs on Country

Aboriginal and Torres Strait Islander businesses have established support networks in their communities

Aboriginal and Torres Strait Islander business owners are regularly checking-in on their health and wellbeing

1. Increase engagement and participation of Aboriginal and Torres Strait Islander businesses in the Ngarrimili + Liminal wellbeing program.
2. Increase in the creation and dissemination of Aboriginal and Torres Strait Islander specific wellbeing resources.
3. Increase in procurement of Government funding for the establishment of Aboriginal and Torres Strait Islander community-controlled wellbeing programs delivered on Country.

## Holistically Supported

Aboriginal and Torres Strait Islander businesses have equal access to holistic and tailored support.

Business support services/providers and the supports provided are Culturally safe and inclusive.

Aboriginal and Torres Strait Islander businesses receive support tailored to their needs.

Support services/providers engage Aboriginal and Torres Strait Islander businesses through targeted promotion and communication

1. Increase the number of community-controlled business support programs within Aboriginal and Torres Strait Islander communities.
2. Increase in the procurement of Government funding for Aboriginal and Torres Strait Islander businesses to deliver business support programs in Aboriginal and Torres Strait Islander communities.
3. Increase in the number Aboriginal and Torres Strait Islander business owners who are Ngarrimili contractors.

## Environmentally Sustainable

The sustainability of Country is core business for Aboriginal and Torres Strait Islander businesses

Aboriginal and Torres Strait Islander businesses invest in programs to revitalise and care for Country.

Aboriginal and Torres Strait Islander businesses have a strong knowledge of Country.

Aboriginal and Torres Strait Islander businesses are connected to Country.

1. Increased participation of Aboriginal and Torres Strait Islander businesses in programs related to sustainable business practices .
2. Increased participation of Aboriginal and Torres Strait Islander businesses in place-based Cultural programs relating to Lore and Country.
3. Increase in procurement of Government funding to support sustainable Aboriginal and Torres Strait Islander business practice.



# Next Steps

## Program Logic

The PWG have endorsed the publication of the Theory of Change and Outcomes Framework in their current form, however, recognise the need to further validate the domains, outcomes and indicators through the development of a Program Logic.

The PWG have endorsed the next phase of the project which will be to operationalise the Theory of Change & Outcomes Framework through the development of specific inputs, activities, and outputs required to achieve the outcomes.

This process will initially focus on further refining and validating the indicators listed in this paper, through further consultation with Ngarrimili's network of Aboriginal and Torres Strait Islander businesses, entrepreneurs, creatives, and not-for-profit organisations.

## Sector Engagement:

Once the Theory of Change & Outcomes Framework have been operationalised, Ngarrimili will engage with other organisations in the sector to develop a coordinated approach to implementation.

## Data capture:

During the next phase of the project the PWG will also prioritise the development of a data dictionary to house and clearly organise all data related to the project domains, outcomes, and indicators.

This data dictionary will inform the development of future programs, frameworks, and strategies that meet the needs of Aboriginal and Torres Strait Islander businesses, entrepreneurs, creatives, and not-for-profit organisations.



Let's work together!  
[ngarrimili.org.au](http://ngarrimili.org.au)