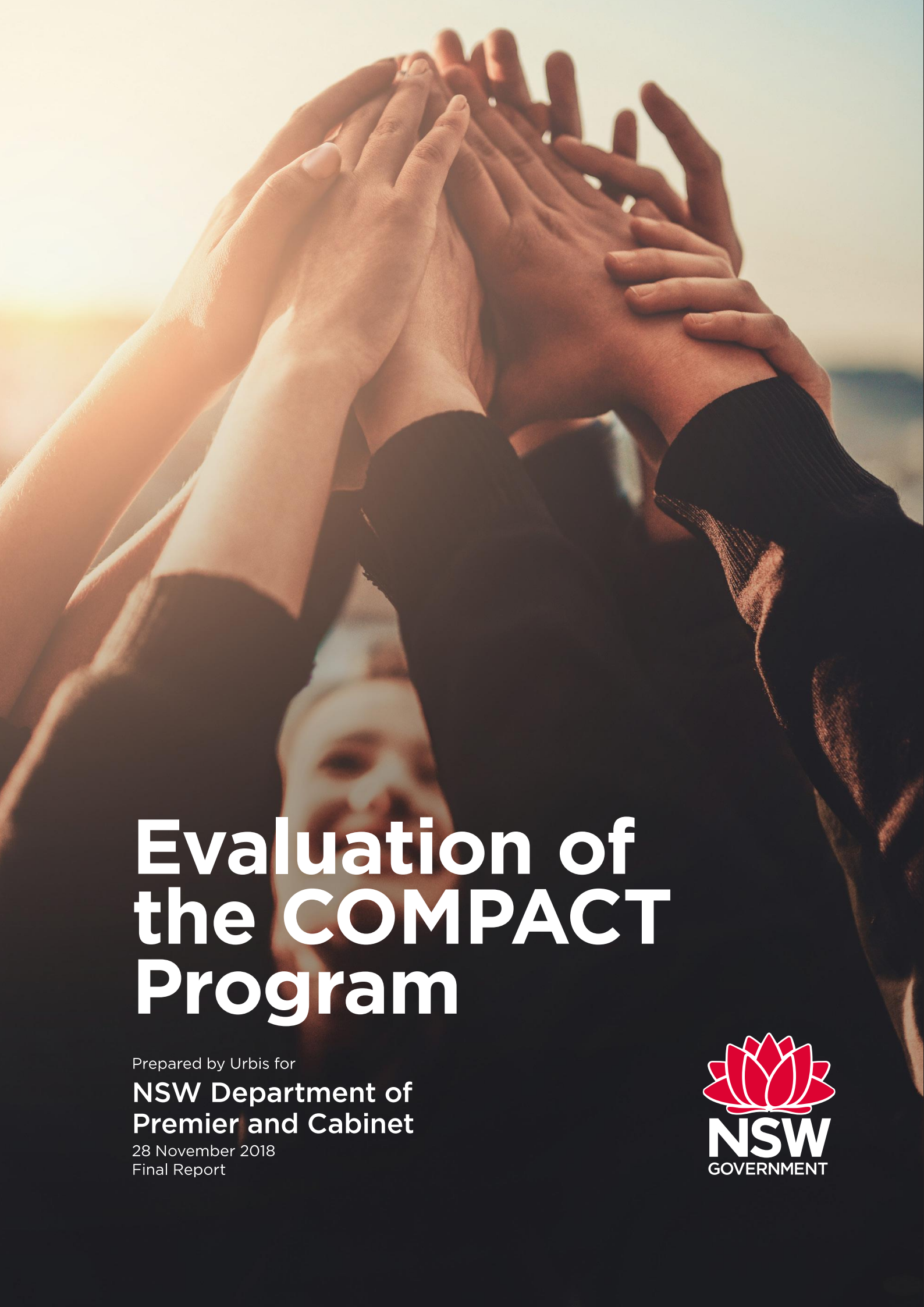

Evaluation of the COMPACT Program

Prepared by Urbis for

NSW Department of Premier and Cabinet

28 November 2018
Final Report

NSW GOVERNMENT

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EXECUTIVE SUMMARY

INTRODUCTION

The COMPACT Program is a Multicultural NSW program that aims to "safeguard Australia's peaceful and harmonious way of life"[1] by adopting a community resilience-building approach to countering hate, violence, fear and division in society. This is achieved by providing grants funding to 12 locally-based projects – to the value of $8 million from 2016 – focused on engaging with young people. Most projects run for 2-3 years and will be completed by the end of 2019. More detail on each of the projects funded under the COMPACT Program is provided in Table 5 on page 8.

Organisations funded to deliver the projects form part of the COMPACT Alliance, a group which meets regularly with a small number of additional stakeholders, to share learnings and deepen organisational relationships. The aim of the COMPACT Alliance is to build a sustainable network of community resilience-building practitioners to develop best practice in community resilience-building initiatives.

EVALUATION AIMS AND METHODOLOGY

Urbis was commissioned by the NSW Department of Premier and Cabinet to undertake a midway evaluation of the COMPACT Program in 2018. The aims of the evaluation were to inform the ongoing and future management of the Program and to assist with future funding decisions.

This report presents findings at the whole-of-program level, including:

- participant outcomes across eight of the 12 projects
- the implementation of and outcomes associated with the COMPACT Alliance
- overall program design and management by Multicultural NSW.

Separate project-level evaluations are being undertaken by the funded projects.

The evaluation methodology was adapted from the Evaluation Implementation Plan, prepared by Urbis for Multicultural NSW, in line with the program logic co-designed with COMPACT partners and the evaluation budget and scope. The evaluation was conducted in three phases, as outlined below:

- Phase 1 – Project planning, including preparation of a project plan, liaison with project leads to coordinate data collection and finalisation of research instruments.
- Phase 2 – Data collection, including stakeholder interviews with program management staff from Multicultural NSW and project leads, focus groups with Alliance partners at the August 2018 Alliance Summit, a participant post-survey and a pre- and post- sentiment analysis survey.
- Phase 3 – Analysis and reporting, including thematic analysis of interviews and focus groups, analysis of program output and survey data, and preparation of Draft and Final Reports.

There are a number of limitations which should be taken into account when reading this report (as outlined on page 4).

[1] Multicultural NSW, *Compact Partners* [online], https://multicultural.nsw.gov.au/communities/compact/compact_program/, 24/10/18

SUMMARY OF FINDINGS

COMPACT has achieved significant reach, to over 20,000 young people	Between 2016 and 2018, COMPACT reached over 20,000 young people across 12 projects, involving over 130 schools as well as youth and community centres. Participants were culturally and linguistically diverse, with seven in ten speaking a language other than English at home (only slightly higher than the proportion in the areas where COMPACT is delivered), and the majority reported living in Western and South Western Sydney (participant post-survey).
COMPACT contributes to greater respect for others, improved engagement in learning, and greater community participation among young people	COMPACT has made significant progress towards its objectives of building community resilience and social cohesion over a relatively short period of time. Most notably, participant post-survey results indicate two-thirds of respondents (66%) have developed a greater level of acceptance and respect for others. There is also early evidence COMPACT has contributed to improved school attendance and greater participation in community and civic life, including take-up of leadership roles, involvement in community activities and increased volunteering. A more comprehensive evaluation, involving measurement of outcomes over a longer period of time, and in-depth consultations with participants, will assist in testing the sustainability of these changes among young people.
Multicultural NSW designed an innovative Program based on evidence and community consultation	COMPACT is a first-of-its-kind community resilience-building initiative within the countering violent extremism (CVE) setting. The program design was shaped by an investigation of best practice cohesion-building initiatives, and consultation with the community. The Program incorporated a number of unique features, such as a flexible multi-year funding model and a partnership approach (including partnerships at the project level and the establishment of the COMPACT Alliance).
The COMPACT Alliance has gained momentum as a cross-sector network, but requires more support to reach its full potential	The Alliance has gained considerable momentum over the past two years, with some evidence of knowledge sharing and new partnerships among projects. The Alliance has also facilitated cross-sector engagement between government and community organisations. Alliance partners have been involved in a range of initiatives as part of the broader NSW Government CVE program, including working with a number of CVE training, communications and intervention programs. This demonstrates the Alliance has potential as an ongoing internal resource for government in relation to CVE and social cohesion. Despite these early signs of success, the Alliance requires more support to enable it to reach its potential as a sustainable network which can respond to threats to community harmony in times of need.
While close working relationships have supported program delivery, there is an opportunity to streamline the grants management process	Multicultural NSW has been successful in establishing a close working relationship with each of the funded projects. This was achieved through the collaborative development of work plans, and resourcing the Program with a senior Project Coordinator who understood, and had the skills to collaborate effectively with, the community sector. There are some opportunities to streamline the grants management process. These include allowing more time for workplan development and signing of funding agreements so that projects can start at the same time (reducing the complexity of the milestone payment schedule) and providing structure and greater accountability for data collection at the project level.

SUMMARY OF RECOMMENDATIONS

The COMPACT Program has been found to be an innovative program, successfully reaching over 20,000 young people over the past two years. Reflecting this success, additional funding has been approved to expand program roll-out from early 2019.

A key recommendation of this report is for the NSW Government to continue funding COMPACT, to build on its early success. Given this, and the new funding from 2019, the following recommendations are focused on streamlining the grants management process, supporting the Alliance to reach its full potential, raising the profile of the Program and continuing the investment in evaluation.

Streamline the grants management process

The grants management process can be streamlined to reduce program management time on the part of Multicultural NSW. This can be achieved through:

- Continuing to resource the Program with suitably experienced staff who can collaborate with the community sector, as well as drawing on the available human resources across Multicultural NSW to assist with grants management.
- Requiring organisations to outline the rationale for their partnership (as part of their plan for partnership arrangements provided to Multicultural NSW) at the time of signing their funding agreement, to ensure partnerships function in practice.
- Allowing more time for workplan development and signing of funding agreements, enabling projects to start at the same time, thereby reducing the complexity of milestone payment and reporting schedule.

Support the Alliance to reach its full potential

The Alliance requires the support of Multicultural NSW to reach its potential as a sustainable network which can respond to threats to community harmony in times of need. Multicultural NSW should:

- Prioritise the creation of project summary sheets to enable easy identification of projects and partners.
- Establish a better platform for sharing updates and promoting collaboration between meetings.
- Structure meetings according to Alliance partners' needs, via consultation with project leads.
- Consider funding a convenor from the community sector to run meetings and support the Alliance in an ongoing capacity.
- Provide more time on meeting agendas for informal networking.
- More explicitly outline, in the future funding agreements, the funding allocation for time involved in Alliance membership.
- Consider awarding some grants to projects operating in the Aboriginal and Torres Strait Islander and regional NSW context, to increase representation of these perspectives in the Alliance.

Continue to raise the profile of the Program

The profile of the Program can be further raised to educate the community about its social cohesion focus, and to share learnings regarding best practice community resilience-building initiatives. To achieve this, Multicultural NSW should:

- Continue its close working relationship with the NSW Department of Premier and Cabinet and other key NSW agencies.
- Continue to engage with other policy-makers in the CVE and social cohesion settings, both nationally and internationally.
- Continue to utilise the support of its media and communications team, as well as the resources within the NSW Government, to further raise the profile of the Program within the general community.
- Consider welcoming additional content partners and media experts into the Alliance.

Continue evaluation investment to measure long-term impacts of COMPACT

This evaluation has demonstrated the contribution of COMPACT towards social cohesion objectives. To enable measurement of outcomes over the long term it is recommended to:

- Provide funding for a more comprehensive whole-of-program level evaluation, which incorporates longitudinal data collection and in-depth consultation with participants.
- Provide greater structure and accountability regarding evaluation at the project-level by developing a data collection template for the projects.

INTRODUCTION

Urbis was commissioned by the NSW Department of Premier and Cabinet (DPC) to undertake a midway evaluation of the COMPACT Program in 2018.

THE COMPACT PROGRAM

In line with the core agency objectives of Multicultural NSW to promote social cohesion and community harmony, the COMPACT Program is designed to "safeguard Australia's peaceful and harmonious way of life"[2] by adopting a community resilience-building approach to countering hate, violence, fear and division in society. This is achieved by providing grants funding to 12 locally-based projects – to the value of $8 million over 2-4 years – focused on engaging with young people.

Organisations funded to deliver the projects form part of the COMPACT Alliance, a group which meets regularly with a small number of additional stakeholders, to share learnings and deepen organisational relationships. The aim of the COMPACT Alliance is to build a sustainable network of community resilience-building practitioners to develop best practice.

There are 12 lead organisations (one per project) and an additional 20 partner organisations assisting with the implementation of the funded projects. Most projects run for 2-3 years and will be completed by the end of 2019. More detail on each of the projects funded under the COMPACT Program is provided in Table 5 on page 8.

AIMS OF THE EVALUATION

The aims of the evaluation were to:

- inform the ongoing management of the Program under the existing funding allocation
- inform the design and management of the Program under future funding rounds
- assist with future funding decisions.

This report presents findings at the whole-of-program level. Separate project-level evaluations are being undertaken by the funded projects. This whole-of-program evaluation has examined:

- participant outcomes across eight of the 12 projects
- the implementation of and outcomes associated with the COMPACT Alliance
- overall program design and management by Multicultural NSW.

Evaluation activity was guided by the evaluation domains outlined in Table 1, and the associated program logic and evaluation framework at Appendix C and Appendix D.

Table 1 – Evaluation domains

Domain	Description
Effectiveness	How effective was the Program in building community resilience (as a means to countering hate, violence, fear and division in society)?
Appropriateness	Was the COMPACT Program implemented fairly and appropriately for all targeted stakeholders? Is the Program, as designed, the most appropriate way to build community resilience?
Efficiency	Were the activities undertaken in the most efficient way to achieve program outcomes?

[2] Multicultural NSW, *Compact Partners* [online], https://multicultural.nsw.gov.au/communities/compact/compact_program/, 24/10/18

Domain	Description
Process	How well was the Program implemented/delivered (e.g. governance, management, contracting, timeframes, expenditure, evaluation of Program contractors)?
Partnerships	To what extent were COMPACT partnerships genuinely effective in developing a sustainable community resilience network? Are effective structures in place to build capability for long-term systemic change (e.g. research, relationships, resource production and sharing)?
Reach	To what extent has the Program reached individuals and communities impacted by hate, violence, fear and division?

METHODOLOGY

Scope of the evaluation

As noted above, this evaluation report presents program-level findings, including participant outcomes across projects. The evaluation budget allowed for an examination of participant outcomes associated with eight of the 12 COMPACT projects (outlined in Table 2 below). Projects were chosen for examination based on stage of implementation. Those in the most advanced stages of delivery, and therefore with more meaningful learnings to share, were selected for inclusion. It would be beneficial for the remaining four projects to also be evaluated in the future.

Table 2 – Scope of the evaluation

Project name	In scope for the evaluation
5 B4 5 – Youth Leadership Program	Yes
Celebrating Stories of Strength	Yes
Community Action for Preventing Extremism (CAPE) NSW	Yes
Community Resilience Engaging Solutions Together (CREST)	Yes
CONNECT UP! – Youth Against Violence and Racism	No
In League in Harmony	Yes
IQRA: Educating Young Australian Muslims	No
Moving Towards Middle Ground	No
The Sydney 2020 Youth Challenge	Yes
Young Humanitarians Project	No
Youth Led Social Cohesion	Yes
Youth Off The Streets (YOTS) Case Management	Yes

Evaluation activities

The evaluation methodology was adapted from the Evaluation Implementation Plan, prepared by Urbis for Multicultural NSW, in line with the program logic co-designed with COMPACT partners and the evaluation budget and scope. The evaluation was conducted in three phases, as outlined in Table 3.

Table 3 – Evaluation phases

Phase	Tasks
Phase 1 – Project planning	▪ Preparation of a project plan to guide the evaluation project. ▪ Liaison with project leads to coordinate data collection. ▪ Finalisation of research instruments and development of communications collateral.
Phase 2 – Data collection	**Qualitative data collection** ▪ Stakeholder interviews with: - program management staff from Multicultural NSW (n=2) - project leads for each of the funded projects (n=8) - other stakeholders able to reflect on participant outcomes, such as on-the-ground project staff (n=12) and teachers (n=3). Interviews were not undertaken with program participants, except for one case study. [3] The participant received a $50 voucher to reimburse them for their time. ▪ Focus groups with project staff and other stakeholders in attendance at the COMPACT Alliance Summit on 2 August 2018. A total of n=38 stakeholders took part across n=3 focus groups. Interviews and focus groups were recorded and transcribed for analysis purposes. **Quantitative data collection** ▪ Participant post-survey – developed by Urbis (see Appendix G) and distributed by project leads to participants engaged in the projects between 23 July 2018 and 31 August 2018. A total of n=1,090 completed surveys were received. Respondents received a $25 voucher to reimburse them for their time. ▪ Sentiment analysis surveys – developed by Urbis (See Appendix H) and distributed by project leads to participants engaged in the projects. Survey measure 1 was distributed between 23 July 2018 and 3 August 2018. A total of n=329 completed surveys were received. Survey measure 2 was distributed between 27 August 2018 and 7 September 2018. A total of n=250 completed surveys were received. Respondents received a $25 voucher for each survey measure completed to reimburse them for their time. Table 4 overleaf provides a summary of survey response numbers by project. **Secondary data** ▪ Key program output data was provided to Urbis by Multicultural NSW. ▪ "I resolve to…" cards were provided to Urbis by High Resolves.[4]
Phase 3 – Analysis and reporting	▪ Thematic analysis of interview and focus group transcripts. ▪ Thematic analysis of a random sample of "I resolve to…" cards (n=200). ▪ Analysis of program output data in Excel. ▪ Analysis and charting of survey data in SPSS and Excel. ▪ Preparation of Draft and Final Reports.

[3] It was identified through liaison with CAPE that the sentiment analysis survey would not be a suitable data collection method for this project. Therefore, Urbis agreed to undertake a group interview with program participants involved in CAPE to provide similar insight (please note only n=1 participant completed the interview).

[4] It was identified through liaison with Youth Led Social Cohesion that the sentiment analysis survey would not be a suitable data collection method for this project. Therefore, Urbis agreed to undertake a thematic analysis of 'I resolve to…' cards to provide additional insight. The cards are written by participants at the end of their engagement with the Youth Led Social Cohesion project.

Table 4 below summarises survey response numbers by participating project.

Table 4 – Survey response numbers by project

Project	Participant post-survey	SA survey – measure 1	SA survey – measure 2
5 B4 5 – Youth Leadership Program	18	23	17
Celebrating Stories of Strength	55	44	17
Community Action for Preventing Extremism (CAPE) NSW	5	N/A	N/A
Community Resilience Engaging Solutions Together (CREST)	8	58	10
In League in Harmony	198	193	195
The Sydney 2020 Youth Challenge	0	11	11
Youth Led Social Cohesion	775	N/A	N/A
Youth Off The Streets (YOTS) Case Management	31	N/A	N/A
TOTAL	**1,090**	**329**	**250**

Note: “SA” is an abbreviation for “sentiment analysis”

LIMITATIONS

The following limitations should be taken into consideration when reading this evaluation report.

- As outlined in Table 2 on page 2, the evaluation budget allowed for examination of participant outcomes associated with only eight of the 12 projects funded under the COMPACT Program. Therefore, participant outcomes are indicative and do not represent the outcomes of the whole Program.
- For practical reasons, surveys were distributed to participants by project leads rather than by the evaluation team. Although Urbis worked closely with project leads to set clear parameters for sampling, such as distribution to the largest practicable sample, Urbis did not have ultimate oversight over distribution. Therefore, Urbis could not control the response rate and sampling strategy.
- The number of surveys completed was not evenly distributed among the eight projects. Some projects were able to distribute more surveys than others, and two projects were not able to distribute the sentiment analysis surveys at all. Therefore, participant outcomes reported are skewed towards those projects which achieved higher survey response numbers (see Table 4 above). Given the varied nature of the projects, the qualitative findings were a critically important part of the methodology and were used to test and validate the quantitative findings.
- Surveys were designed to be self-completed by participants in order to elevate their voices in the evaluation. However, project leads reported a number of challenges in supporting participants to engage with the surveys (a common issue in research with young people). As a result, not all questions were completed by all respondents, leading to varying base sizes per question. There was also a concern some respondents may not have answered the survey in a way that reflected their actual beliefs or mindset, due to factors such as rushing through the survey or being influenced by their peers. These factors may have impacted the accuracy of data provided by respondents.
- The evaluation scope did not allow for qualitative data collection with program participants (e.g. interviews or focus groups). Therefore, participant outcomes findings are based on consultations with other stakeholders (on-the-ground project staff and teachers), and survey responses from participants. As a result, some of the intended outcomes of the Program were not able to be explored with participants in-depth. As noted at the end of Section 1, this has resulted in a lack of evidence of some outcomes.

01 POLICY CONTEXT FOR COMPACT

This section of the report provides an overview of the policy context for the COMPACT Program, and provides more detail on the projects funded under the Program.

1.1. COMPACT AS A CVE SOCIAL COHESION INITIATIVE

The COMPACT Program was funded in the July 2015 NSW Budget and was the first Countering Violent Extremism (CVE) initiative to be funded by the NSW Government. It was later included and expanded as part of a $47 million package of NSW Government CVE measures announced in November 2015. It is important to understand how the COMPACT Program, as a social cohesion initiative, aligns with the broader CVE policy context.

The National Framework to Counter Violent Extremism

The *National Framework to Counter Violent Extremism* (The National Framework) was updated in May 2017 by the Countering Violent Extremism Sub-Committee of the Australia-New Zealand Counter-Terrorism Committee (The Committee). The Framework describes how Australian, state and territory governments are working together to respond to the threat of violent extremism and develop solutions.

The Framework defines CVE as activities which seek to achieve either of the following aims:

1. To prevent individuals becoming or remaining violent extremists (by supporting diversion, rehabilitation and reintegration programs).
2. To address the social impacts of violent extremism (by supporting programs to build community resilience).[5]

The National Framework articulates violent extremism as a complex problem requiring solutions for both the individual and the community. It recognises that there is no single cause of or pathway to violent extremism. Since the development of COMPACT, the Framework further recognises that, beyond the threat of violence, violent extremism can undermine social cohesion and community by increasing levels of fear, hate and division in society.

NSW Countering Violent Extremism Evaluation Approach

The *NSW Countering Violent Extremism Evaluation Approac*h establishes two 'ultimate outcomes' for CVE initiatives (as outlined in the NSW CVE Theory of Change, shown in Appendix B):

1. The reduced likelihood of violent extremism in NSW, through effective early intervention.
2. Reduced consequences in NSW of violent extremism, through effective preparedness and response.[6]

These ultimate outcomes are strongly aligned to the two aims stated in the National CVE Framework (as outlined above), with a focus on both the prevention of violent extremism and mitigating the negative social impacts of violent extremism.

THE COMPACT Program within this policy context

The COMPACT Program aligns with, and has directly informed, the state and national policy context. As a community resilience-based CVE initiative, COMPACT focusses primarily on the second aim of CVE – to mitigate the social impacts and reduce the negative social consequences of violent extremism through building community resilience. COMPACT aims to achieve this through direct engagement with young people via 12 locally-based projects (see Section 1.2 for further detail) and through the collective resilience-building activities of the COMPACT Alliance.

Under the COMPACT Program's whole-of-society, community resilience-based model (as shown in Appendix A), COMPACT is designed at a program level to:

1. Proactively build and maintain strong, secure, networked, responsive and aware communities (Preparedness).
2. Develop networked communities with the will and capacity to support prevention or intervention programs (Prevention).

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[5] ANZCTC, *National Framework to Counter Violent Extremism*, 10 May 2017, document provided by Multicultural NSW

[6] NSW Government, *NSW Countering Violent Extremism Evaluation Approach*, (no date), document provided by Multicultural NSW

3. Mobilise community networks and relationships to stand up and stand united in the face of tensions brought about by extremist hate and violence (Response).

4. Enable and motivate community partners to support each other and maintain or restore social cohesion in the wake of an incident or crisis brought about by extremist hate and violence (Recovery).

The individual projects funded under COMPACT were selected based on their capacity to address one or more of the following project-level objectives:

1. To build on the strengths of our multicultural society to protect young people from hateful and violent extremist influences.

2. To build community resilience to the impacts of extremist hate and violence on social cohesion and community harmony.

3. To address and resolve issues and tensions in NSW arising from current overseas conflicts.

It is also important to acknowledge COMPACT's partnership model, whereby non-government partners have been funded to run the projects and meet regularly to share knowledge via the COMPACT Alliance. This model responds to the National Framework's collaborative approach to addressing CVE. The model also demonstrates that COMPACT, in addition to aiming for broad-based community resilience, also aims to build the resilience of the CVE and social cohesion practitioner sector specifically.

COMPACT's strong alignment to the current state and national policy context is reflected in the Program directly addressing the following 'enabling outcomes' in the NSW CVE Theory of Change (as shown in Appendix B):

- protective factors against violent extremism in NSW communities are strengthened
- capacity in communities and the non-government sector to respond to violent extremism is improved
- communications which challenge violent extremism, promote cohesion and support positive narratives are more prominent in communities
- NSW Government, communities, service providers and experts have a better awareness and understanding of violent extremism, its risks and optimal approaches to tackling it.

While the primary focus of the COMPACT Program is on the second objective of CVE under the National Framework (to mitigate the negative social impacts of violent extremism through building community resilience), there is also some potential for COMPACT projects to contribute to the first objective (to prevent individuals from engaging in violent extremism). This may be achieved through the act of engaging with young people to reduce social isolation and improve social cohesion, important protective factors against violent extremism, or by building the willingness and capacity of COMPACT partners to work with clients referred through prevention and intervention programs.

This evaluation is unable to comment on the effectiveness of the COMPACT Program in early intervention to prevent young people from engaging in violent extremism. Neither the Program nor the evaluation were designed with this objective in mind.

1.2. PROJECTS FUNDED UNDER COMPACT

As outlined above, the COMPACT Program funds 12 projects which work with young people to build social cohesion and community resilience. Table 5 below provides an outline of the funded projects and their partners. The first partner listed under each project is the lead partner, and the ones that follow are supporting partners.

Table 5 – Projects funded under the COMPACT Program

Name	Description	Partners
5 B4 5 – Youth Leadership Program	A leadership program run out of the Youth Centre at the Auburn Gallipoli Mosque, based on the Islamic teaching that young people should make use of five attributes they have to be leaders of a more resilient society: their youth, health, wealth, free time and life. The leadership program is combined with a number of social activities also run out of the Youth Centre.	▪ NSW Auburn Islamic Cultural Centre (Auburn Gallipoli Mosque) ▪ Australian Muslim Times ▪ Gamarada
Celebrating Stories of Strength	Development and production of creative content by young people to tell community stories focused on strength and resilience. Young people receive training and support to develop, produce and share content with their communities.	▪ Bankstown Youth Development Service ▪ Bankstown City Council ▪ Sir Joseph Banks High School ▪ Together for Humanity ▪ Bankstown Poetry Slam
Community Action for Preventing Extremism (CAPE) NSW	Creation of a network of individuals who can counter far-right narratives, via the training of youth leaders to participate in online conversations.	▪ All Together Now ▪ Youth Action ▪ Western Sydney University ▪ Macquarie University ▪ Facebook and Google
Community Resilience Engaging Solutions Together (CREST)	Three key activities focused on building on the strengths of our multicultural society: a 4-8 week in-school program combining recreation with leadership and life skills training, coordination of multicultural sports tournaments and referrals to the Police Youth Case Managers for young people in need. All activities are run in the Belmore, Parramatta and Liverpool regions.	▪ Police and Citizens Youth Clubs NSW (PCYC Parramatta, Liverpool and Belmore) ▪ NSW Police Force Youth Command
CONNECT UP! – Youth Against Violence and Racism	Training of young people from diverse backgrounds in the St George and Sutherland areas around leadership, conflict resolution and anti-violence strategies. Young people who participate in the program are further trained to share the skills they develop and promote social cohesion among their peers and in the local community. In addition to these activities, the project includes an annual intensive mentoring program for young men that is focused on developing life skills.	▪ St George Youth Services ▪ Enough is Enough Anti-Violence Movement ▪ Advance Diversity Services ▪ St George Police and Citizens Youth Club
IQRA: Educating Young Australian Muslims	An education program focused on modernising the way young Muslims engage with the intellectual heritage of Islam and providing a forum for discussion around Islam in Australia. The program aims to develop a curriculum with international and local stakeholders that contextualises Islamic principles within an Australian context.	▪ Lebanese Muslim Association ▪ Islamic Council of NSW

Name	Description	Partners
In League in Harmony	A leadership program run primarily in Western Sydney combining classroom learning with sport (one hour each per week over seven weeks), where lessons learned can be put into practice on the field and in the community. Selected participants are identified to take part in a Youth Ambassadors program, involving further leadership development and leadership summits. The summits provide an opportunity for youth leaders to come together and discuss opportunities for change in their communities.	▪ Australian Rugby League Commission ▪ Moving Forward Together Association
Moving Towards Middle Ground	Development of an online portal for schools, sports and community organisations to access tools and messaging to counter extremist narratives and to provide alternative, practical, positive options for influencing change. The expected outcome is reduced polarisation, more positive social engagement, and greater social cohesion. Content is being developed in small group participatory processes.	▪ United Muslim Women's Association
The Sydney 2020 Youth Challenge	Establishment and facilitation of a number of youth councils and youth leadership programs across Western Sydney. The councils meet regularly to discuss local issues and needs, and to develop local solutions.	▪ Sydney Youth Connect
Young Humanitarians Project	Informal mentoring and training sessions that engage youth in opportunities for community leadership and participation in voluntary services.	▪ Australian Red Cross ▪ NSW State Emergency Service ▪ Multicultural Youth Affairs Network ▪ NSW Service for the Treatment of Rehabilitation of Torture and Trauma Survivors
Youth Led Social Cohesion	Delivery of the Global Citizens program to high school students. The program provides participants with a better understanding of the need to respect diversity and greater critical thinking skills to question divisive messages. Aims to enable 24,000 high school students to contribute to a more socially cohesive society.	▪ High Resolves
Youth Off The Streets (YOTS) Case Management	A number of activities run to reengage disaffected young people in South West Sydney, with a particular focus on Muslim youth. The activities range from outreach and individual case management, through to a series of education workshops, youth camps and trainings run in partnership with the Australian Multicultural Foundation. The program aims to foster leadership skills, and includes the creation of a Youth Advisory Group.	▪ Youth Off The Streets ▪ Australian Multicultural Foundation

Source: Multicultural NSW

02
COMPACT PARTICIPANTS

This section of the report summarises the profile of participants, the participant experience of COMPACT, and participant outcomes as a result of the Program. Outcomes observed are based on interviews with a range of stakeholders, including on-the-ground project staff and teachers, and surveys with program participants.

The assessment of participant outcomes has been guided by the intended outcomes presented in the COMPACT program logic (see Appendix C), which was co-designed with COMPACT partners. At the end of the Program, COMPACT aimed to promote an increased level of respect for others, an increased sense of identity, self-worth and belonging, and greater participation in community and civic life among young people.

2.1. WHO DID COMPACT REACH?

In August 2018, COMPACT had reached over 20,000 young people across 12 funded projects. Five of the 12 COMPACT projects have been delivered in schools, with over 130 schools involved in the Program. This is a significant achievement considering the relatively short lifetime of the Program at the point of evaluation (2016-2018).[7]

Consultation with the funded organisations has revealed some projects have exceeded their project-level participation targets. Only a small number of projects experienced challenges in reaching their targets, and these have been discussed with Multicultural NSW, and the targets revised.

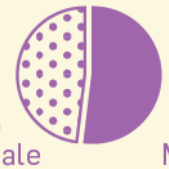
COMPACT has reached a diverse range of young people, as evidenced by the demographic profile of participant post-survey respondents shown overleaf. There was a relatively even split between male and female respondents. Most respondents were aged between 12 and 15, in line with the Program's target audience. The Program achieved good reach to culturally and linguistically diverse young people. The proportion of non-English speaking background respondents in the participant post-survey sample (66%) was slightly higher compared to the main areas in which the COMPACT Program was delivered (54%).[8]

Those who reported speaking a language other than English at home came from a range of different cultural backgrounds, as reflected in the top ten languages spoken. Most respondents reported living in Western and South Western Sydney, and as such, Arabic and Vietnamese were the top two languages other than English spoken at home.

[7] Participant numbers by project are provided at Appendix F. Total n=21,295 does not include n=7,108 meaningful online engagements reported by the CAPE project.
[8] Based on population data from the 2016 ABS Census for the postcode areas shown on the map overleaf.

PROFILE OF PARTICIPANTS

GENDER



49% Female

51% Male

AGE

62% 13 years and under

27% 14-15 years

12% 16+ years

LINGUISTIC DIVERSITY

7 IN 10

Speak a language other than English at home

ABORIGINAL STATUS

1 IN 10

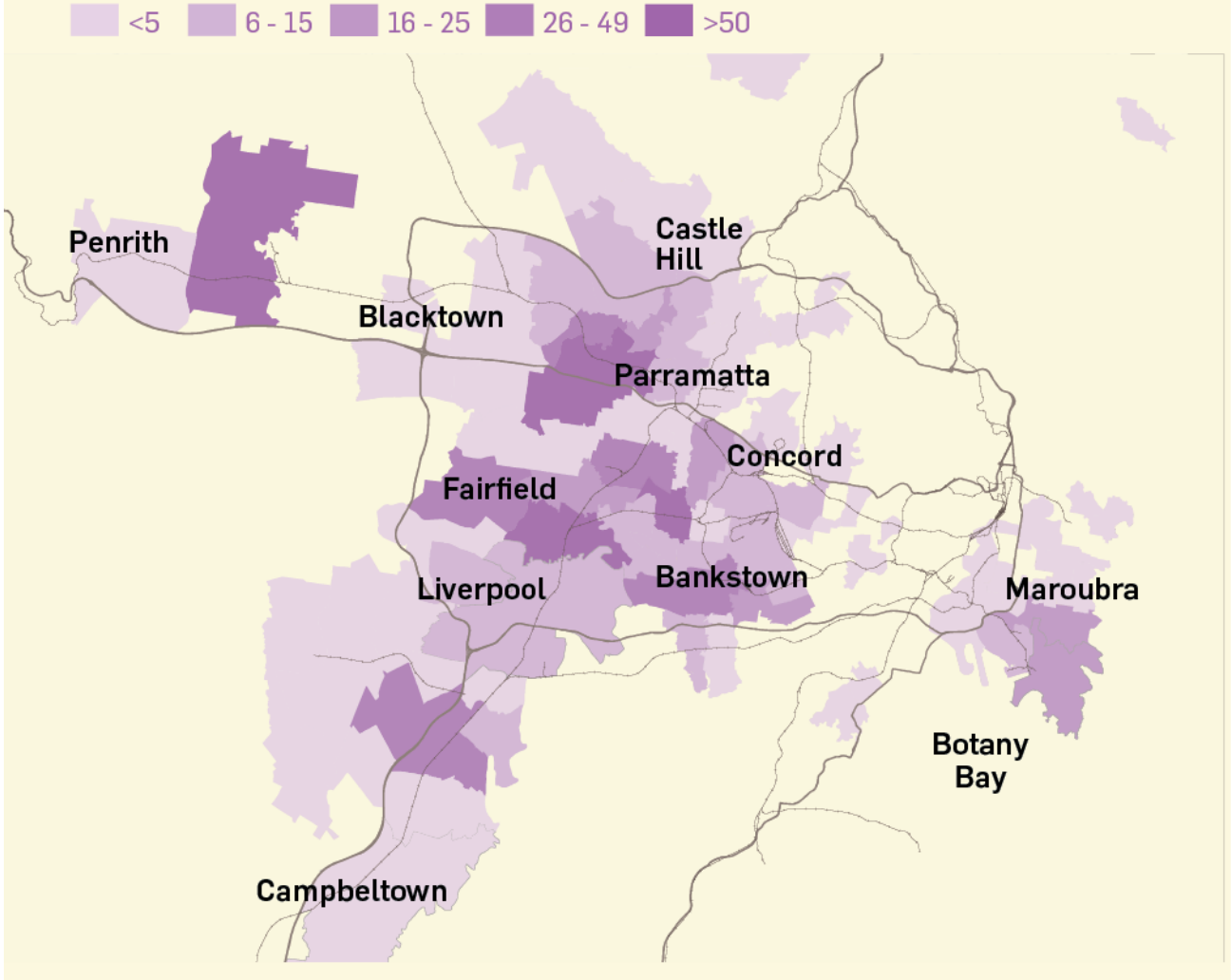
Identify as Aboriginal and/or Torres Strait Islander

TOP TEN LANGUAGES OTHER THAN ENGLISH SPOKEN AT HOME

1. Arabic
2. Vietnamese
3. Dari/Farsi/Persian
4. Greek
5. Spanish
6. Turkish
7. Italian
8. Samoan
9. Cantonese
10. Filipino/Tagalog

LOCATION

Number of Respondents



Note: This profile is based on participant post-survey respondenses only, and is therefore not representative of all participants. The participant location map is based on postcodes collected during the survey, and shows the most commonly reported postcodes only.

2.2. HOW DID PARTICIPANTS RATE THE EXPERIENCE?

The creation of spaces free of judgement enabled participant engagement

53% **Agree they could discuss issues that mattered to them without being judged during the Program**
(participant post-survey)

COMPACT projects successfully created an environment free of perceived judgement, allowing young people to engage with program content. A total of 53% of respondents to the participant post-survey agreed that, during the Program, they could discuss issues that mattered to them without being judged. Only a very small proportion of respondents disagreed (9%), and the remaining respondents were 'neutral' (28%) or 'unsure' (10%).

Stakeholder feedback provided highlighted that the rapport built between on-the-ground project staff and participants has been key to the creation of these spaces where participants have felt safe to open up. Staff reportedly adopted an open, honest, personable communication style. Project staff have acted as role models and mentors, rather than authority figures, often sharing personal stories with participants. This approach has successfully created licence for participants to also share their opinions, experiences and challenges. Having staff of diverse cultural backgrounds deliver the projects has also helped with relatability between project staff and students.

Participants also found COMPACT fun and engaging

The evaluation found participants enjoyed taking part in the COMPACT Program. Respondents to the participant post-survey were asked to record three words they would use to describe their experience. The responses were overwhelmingly positive, with "fun", "educational" and "helpful" among the most common words recorded. Figure 1 below provides an outline of all responses provided. The size of the words is approximately scaled to represent the frequency with which they were recorded by respondents.

Figure 1 – Summary of words used to describe the Program

> *It's a really comfortable and safe environment for the kids. It's not a classroom experience. We have music playing…we welcome them…safety is critical…because when they don't feel safe they're less likely to actually contribute and say what they feel…we talk to them like friends and build that mutual respect.*
>
> Youth Led Social Cohesion Project Staff

> *The ongoing support, and positive and safe environment that we offer young people, the understanding an openness of our caseworkers… [we] understand what their needs are and what young people are going through...I do think having youth workers from Muslim backgrounds [means] there's more understanding because there's a lot of [elements of] culture…that [are] very similar, which makes it easier for them to build that relationship.*
>
> YOTS Case Management Project Lead

> *He talked about his background…and the kids relate to that…he told them about his struggles…growing up as a Pacific Islander…you can see it in their faces when they're listening, they're just in awe when these guys are talking about their life because they can find some aspect that's similar.*
>
> In League In Harmony Teacher

2.3. WHAT HAS CHANGED FOR THE YOUNG PEOPLE WHO PARTICIPATED?

Strong evidence COMPACT helps generate greater respect for others

66% **Agree they now have a greater appreciation for different perspectives and ways of life**
(participant post-survey)

There is strong evidence the COMPACT Program has generated a greater level of respect for others among participants. This is one of COMPACT's three objectives for participants, and strongly aligns to Multicultural NSW's purpose of building on the strengths of Australia's multicultural society.

Two thirds of respondents agreed they had developed a greater appreciation for different perspectives and ways of life since taking part in the Program (66%), a significant achievement in a relatively short period of time. As discussed previously, the successful creation of environments free of perceived judgement has enabled participants to share their stories, supporting this outcome.

Some projects have also equipped participants with practical skills to assist them to engage more respectfully with others. For example, the CAPE project has trained young people as volunteers to assist them in intervening with people expressing far right extremist views online. Similarly, the Youth Led Social Cohesion project has included content in workshop modules regarding the importance of inclusive language.

A case study of participant outcomes associated with the Youth Led Social Cohesion project is provided below. This example is further evidence COMPACT generates a greater level of respect for others, and, in the case of Youth Led Social Cohesion, helps participants understand their role in contributing to a more respectful society.

Case Study – Youth Led Social Cohesion

The Youth Led Social Cohesion project delivers workshops regarding universal values and the theme of collective interest. At the end of the project, participants are asked to make a personal commitment and write it on an 'I resolve to…' card.

A thematic analysis of 200 randomly selected cards was undertaken, revealing the workshops have helped participants understand how they can contribute to a more respectful society. Some examples of the words recorded on the cards included:

- "I resolve to be aware everyone is unique but equal"
- "I resolve to not be racist anymore"
- "I resolve to challenge stereotypes"
- "I resolve to stand up to people who think labels are not divisive"
- "I resolve to not always believe what the media or other people say about something or someone"

> *We encourage kids to think not just about themselves but everyone around them…when you get kids saying things like 'I will think about humanity…and we shouldn't judge other people'…it's unbelievable… I was at a school in South West Sydney talking about one of our modules around inclusive language and [a student] just put up her hand and [said] 'if I change how I speak that means my friends might change how they speak…and we can change the types of words used to describe people'.*
>
> Youth Led Social Cohesion Project Staff

> *I was a little bit stressed it was about white supremacy and social exclusion…I didn't really know it was such a problem…it's opened my eyes up to some of the issues that might not be so apparent…[and] how the media also influences others to feel certain ways…if I were to interact with people who supported these kinds of ideals…the way I would have handled it in the past would have been much different.*
>
> Program participant

Early evidence COMPACT facilitates greater engagement with the community

52% Agree they are more confident in their ability to speak up about issues that matter among friends and family (participant post-survey)

36% Have volunteered over the past 6 months (sentiment analysis)

33% Have signed a petition over the past 6 months (sentiment analysis)

There is early evidence COMPACT has made progress towards facilitating greater participation in community and civic life among young people. More than half of all respondents to the participant post-survey now feel they can contribute to their community in some way (52%). An observed increase in engagement with the community has taken many forms in different project contexts.

For the school-based projects, teachers have reported greater engagement within school communities. For example, a teacher of students involved in the CREST project has observed an increase in participation in co-curricular activities. Similarly, a teacher of students involved in the In League In Harmony project has observed students taking up leadership roles within the school.

Another indicator of increased engagement has been participants remaining involved with the organisations delivering COMPACT projects, beyond the scope of the Program. For example, almost all participants in the CAPE project have stayed on as volunteers or have taken on a more involved role within the organisation. Similarly, many participants in the CREST project have remained in contact with the mentors they were paired with during the project, and many are now visiting PCYC centres on a regular basis.

Finally, there is also evidence of an increase in broader civic engagement among participants. Statistically significant differences were observed in the proportion of respondents who reported they had volunteered for an organisation or signed a petition over the past six months, when comparing results before and after participation in the Program. There was a 10% increase in reported volunteering and a 14% increase in reported petition signing. Further, an example was provided by a youth worker involved in the YOTS Case Management project of a participant starting her own youth organisation.

The above results are extremely encouraging given the relatively short period of time since COMPACT implementation began, and the limited scope of evaluation data collection.

> *I have noticed that the majority of those boys [who participated] are now involved in activities outside of school, whether that be football or martial arts.*
>
> CREST Teacher

> *Some people have owned it and actually taken further leadership roles…so put their name down for Student Representative Council nominations, which probably wouldn't have happened last year.*
>
> In League In Harmony Teacher

> *[Participants] have been inspired to start taking initiative in the community…we had a young person start up her own youth group.*
>
> YOTS Case Management Project Staff

COMPACT helps empower young people to have a voice

54% Agree they have a say within their community on important issues (sentiment analysis)

52% Agree they are more confident in their ability to speak up about issues that matter among friends and family (participant post-survey)

COMPACT has empowered some participants to have a voice among their peers and within their communities.

Over half of all respondents to the participant post-survey agreed they were more confident in their ability to speak up about issues that mattered to them, as a result of taking part in the Program. The sentiment analysis also confirmed this outcome. A statistically significant difference was observed in the proportion of respondents who strongly agreed they were able to have a say on important issues in their community, when comparing results before and after participation in the Program (54% compared to 39%).

Further, stakeholder interviews highlighted a number of examples of participants having a stronger voice, such as students asking more questions in class, and participating more in classroom discussions. Many projects, such as Youth Led Social Cohesion, have also equipped participants with critical thinking skills, allowing them to question and discuss a range of ideas and concepts in greater depth. As outlined above, these outcomes have been facilitated by the creation of environments in which participants have felt comfortable sharing and discussing their ideas and experiences.

> *It's very clear that it's helped a lot of them develop confidence in their capacity to communicate, to ask questions and to make sense of those questions...what impressed me was the depth of questioning.*
>
> Celebrating Stories of Strength Teacher

> *You get quiet kids who speak up because it's the experience that moves something in them and it's the safe environment that makes them feel like they can share their voice...[during one activity] a teacher decided to put her hand up…and she gave an answer… which was quite divisive and a student went 'Oh actually Miss I disagree' and actually stood up…and it was done in a beautifully respectful way.*
>
> Youth Led Social Cohesion Project Staff

COMPACT facilitates greater social connection for some young people

43% Met new people during the program
(participant post-survey)

48% Agree they will be in contact with some of these people in 12 months' time
(participant post-survey)

There is evidence the COMPACT Program has facilitated broader and deeper social connections for some young people, both with their peers and with teachers and family members.

By promoting exchanges between participants, COMPACT has helped to encourage a sense of camaraderie as a cohort. This has led to relationships being formed among participants who may have not typically engaged in their usual social context. For example, a teacher of some students involved in the CREST project reported improved relationships between different social groups at school.

These findings were confirmed through the participant post-survey, which found more than a third of respondents had met new people during the Program (43%). There is some evidence these relationships will be sustained, with almost half of those respondents indicating they expect to be in contact with some of the new people they met in 12 months' time (48%).

Stronger relationships have also been observed between participants and other stakeholders, such as teachers, parents and other family members. By involving these stakeholders in the projects, young people have been able to connect with these authority figures on a deeper level. For example, the young people who participated in the Celebrating Stories of Strength project interviewed their family members, leading to a greater sense of understanding between them.

> *I think the most immediately tangible benefit of the Program was the solidarity developed amongst the students participating…they've all bonded around their shared experiences.*
>
> Celebrating Stories of Strength Teacher

> *I've noticed a broader connection between various groups, it's almost like it's created links between all these independently operating social groups at school…I've seen a lot of friendships emerge from it.*
>
> CREST Teacher

> *Many of the kids interviewed elders in the community or parents as part of their contribution to the Program and I think learning what their parents had experienced, many of them migrants sharing their stories…that impacted immediately upon the kids as they were in the same space and getting to know each other…I think it was of immense value.*
>
> Celebrating Stories of Strength Teacher

Stakeholders report COMPACT supports greater engagement in learning at school

Stakeholders involved in the school-based projects report that the COMPACT Program has supported greater engagement in learning among young people.

Teachers interviewed in relation to the school-based projects funded under COMPACT, such as Celebrating Stories of Strength, CREST and In League In Harmony, reported an improvement in school attendance at the time projects were being delivered. They attributed this improvement to students' enjoyment of participating in the projects. In some cases, there was evidence of engagement in the classroom in general, beyond the scope of COMPACT, suggesting there has been a sustained impact for some participants.

Stakeholders from other projects, such as 5 B4 5 and Youth Led Social Cohesion, also reported an impact on school attendance in general, via the content delivered during their workshops. They reported that workshop content has helped some participants to value their educational opportunities, thereby improving their engagement in school.

> *There's one [young person] right now where you can see a change. He's attending school a lot more…he wouldn't miss a Wednesday because he loves the Program…but even in the classroom he's a lot more focused, a lot more determined, and he's actually completing his work.*
>
> In League In Harmony Teacher

Some evidence COMPACT also supports greater engagement in future education opportunities

59% **Now know more about education, training and work opportunities**
(participant post-survey)

In addition, there is evidence that participation in the COMPACT Program has led to contemplation and discussion of future education and training opportunities among participants. More than half of all respondents to the participant post-survey reported they now know more about education, training and work opportunities available to them (59%). Teachers interviewed also shared examples of students enquiring more about their opportunities, and asking for advice on career pathways, since taking part in the Program.

> *When we discuss career options [as part of the Program]…a lot of them write down their careers, and after they start asking me questions about how they can go forward in becoming what they want to be…like 'what ATAR do I have to get if I'm going to go to uni?' and these guys are only in Year 9.*
>
> In League In Harmony Teacher

COMPACT helps some young people feel a greater sense of agency

59% **Agree they have the potential to positively influence their community's future**
(sentiment analysis)

There is some evidence the COMPACT Program has helped young people feel a greater belief in their ability to influence future outcomes for themselves and/or their community. This change may be attributed to a range of outcomes discussed above, such as participants feeling empowered to have a voice, and being more involved in their communities. In many cases the Program has increased participants' general sense of self-worth and hope for the future, which has further supported them to feel a greater sense of agency.

A statistically significant difference was observed in the proportion of respondents who strongly agreed they had the potential to positively influence their community's future, when comparing results before and after participation in the Program (59% versus 48%). This finding was confirmed via interviews with stakeholders and participant post-survey open responses, which reflected that some participants saw themselves in a different light, as agents for change, after taking part in the Program.

> *You feel this sense of 'I believe in this and I'm going to stand, go out there, and be a part of the change' [on the part of participants], which is really inspiring for us to see.*
>
> Youth Led Social Cohesion Project Staff

> *I now see things from a different perspective which allows me to understand and benefit form things more than I would before…[the Program] has also changed how I see myself in the future, I now think I can accomplish more if I set goals and strive to achieve them.*
>
> Program participant

Participant outcomes supported by an adaptive management approach on the part of project leads

The evaluation found the adoption of an adaptive management approach at the project level has been a critical success factor for the achievement of participant outcomes.

Some projects were implemented for the first time under the COMPACT Program. There is evidence the organisations delivering these projects successfully reflected on their progress and made adjustments to address issues encountered in the early stages of delivery. For example, a number of organisations made tweaks to their project design to ensure they were reaching participation targets.

Other projects had been tried and tested before joining the COMPACT Program. These projects required tailoring to specific contexts. For example, projects working in schools reported adapting workshop content to suit the needs of different age groups, genders and learning abilities, or to focus on issues relevant to a local school context.

Difficult to determine the extent to which COMPACT contributes towards some objectives

The Program has been successful in achieving a range of outcomes, as outlined above, however there is a lack of evidence COMPACT increased participants' sense of identity and belonging. It should be noted that due to constraints in the evaluation scope, only quantitative data was collected from participants, and the data collection period was restricted to a relatively short period of time. Notions of identity and belonging are particularly nuanced and may be difficult to measure in this way. For future evaluations of COMPACT, longitudinal data collection, incorporating both qualitative and quantitative methods, should be prioritised.

In addition, measuring the impact of the Program on community resilience-building at a whole-of-community or whole-of-NSW scale has not been possible. Because of the localised nature of the projects, their relatively small scale, and the short time lapse between Program inception and evaluation, the evidence of change is also limited in most cases to the individual, family or classroom level.

> *There have been some specific changes…[for example] the way we work with schools…trying to change it or adapt it so it will create the best learning outcomes for a widespread of different learning styles, different ability levels, even different levels of interest.*
>
> Youth Led Social Cohesion Project Lead

2.4. SUMMARY AND IMPLICATIONS REGARDING PARTICIPANT OUTCOMES

Summary

The COMPACT Program has achieved significant reach, to over 20,000 young people between 2016-2018. Participants were culturally and linguistically diverse, with seven in ten speaking a language other than English at home (slightly higher than the proportion in the areas where COMPACT is delivered). The majority of participants lived in Western and South Western Sydney (participant post-survey).

COMPACT has achieved a range of outcomes for participants which contribute to social cohesion-building. Looking at COMPACT's objectives for participants, the strongest evidence of success has been observed in relation to increasing participants' acceptance and respect for others. There has also been some early evidence of greater participation in community and civic life as a result of the Program.

To enable this success, COMPACT projects created safe environments, free of perceived judgement, to effectively support participant engagement. For some young people, COMPACT has facilitated broader and deeper social connections, supported engagement in learning and education (both current and into the future), and has helped them to have a voice and believe they can influence future outcomes for themselves and their community.

To date, there is a lack of evidence that COMPACT has increased participants sense of identity and belonging. In addition, while there is evidence COMPACT has contributed towards social cohesion-building at this early stage, it has been difficult to determine the Program's contribution towards building resilience against threats to community harmony.

Implications

Given the evidence COMPACT is contributing towards social cohesion-building outcomes, in strong alignment with Multicultural NSW's purpose, it is recommended to build on the success of the Program by continuing to fund similar projects into the future. To assist with the allocation of future grants, and to ensure projects with the greatest potential for impact are funded, it is strongly recommended to provide clearer expectations to funded organisations regarding data collection and evaluation activity at the project-level.

Further, it is recommended to undertake a more comprehensive long-term evaluation to further explore the impact of the Program on identity and belonging, and community resilience-building. A more comprehensive evaluation should assess change over a longer period of time, and include in-depth consultation with participants.

03
THE COMPACT ALLIANCE

This section summarises findings relating to the implementation of and outcomes associated with the COMPACT Alliance. Findings are based on interviews with project leads, focus groups with attendees at the Alliance Summit in August 2018 and interviews with key staff from Multicultural NSW.

The assessment of Alliance outcomes has been guided by the intended outcomes presented in the COMPACT program logic (see Appendix C). At the end of the Program, COMPACT aimed to achieve greater capacity to maintain community cohesion a stronger, more effective and sustainable community resilience network and documentation and sharing of well-tested community resilience initiatives.

3.1. WHAT DID THE ALLIANCE ACHIEVE?

The Alliance is yet to reach its full potential as a network which can respond to threats to community harmony

The Alliance has gained considerable momentum over the past two years. However, the Alliance has not yet reached its full potential, due to the early focus among partners on project delivery and developing relationships at the project level.

Feedback from Alliance partners suggests there are two key areas where the Alliance still has space to grow, in alignment with COMPACT's objectives. These are its role as an incubator of new partnerships and community resilience initiatives, and its role in fostering a network which can respond to threats to community harmony in times of need.

Both these outcomes will be key to supporting the sustainability of the Alliance into the future. However, it is clear these outcomes take time to achieve, suggesting the Alliance needs more time to mature. There is a key role for Multicultural NSW to play in facilitating the maturation of the Alliance, as discussed further in Section 3.2.

> *I'm very passionate about the concept of the Alliance…[but] I'm unsure [whether it's] succeeding at bringing people together in a meaningful way…there's still some way to go.*
>
> COMPACT Alliance Partner

> *The focus on community resilience has always been at the forefront… if something does happen [we] need to pull together…[the Alliance] is a good resource to drive that…but I'd say we're still early on.*
>
> COMPACT Alliance Partner

There are early signs the Alliance has built a sense of shared purpose

While it is still emerging, Alliance partners did note a growing sense of shared purpose among projects. By meeting in relation to a common vision focused on building community resilience, partners have felt encouraged and supported in their own work by those in the Alliance.

There is also some evidence the Alliance has built relationships among partners through creating a forum for sharing experiences and challenges in delivering projects. By sharing their challenges, partners have felt a sense of strength in adversity. Partners have also had some opportunities to workshop their challenges with others and share learnings, in order to find solutions.

As discussed further in Section 4.2, the program logic co-design process has been a key enabler of this this outcome. There is potential for the sense of shared purpose to continue growing as the Alliance continues to reflect on and embed its common goals.

> *We've been running this [project] since before COMPACT…[but] it actually gave us a network, a family …knowing that we've got others that are on the same mission …to build resilience in the community.*
>
> COMPACT Alliance Partner

> *Sometimes people were sharing their obstacles and experiences… hearing those sort of stories you put yourself into perspective…I was able to ask questions [regarding] where I might be struggling.*
>
> COMPACT Alliance Partner

The Alliance has facilitated some new partnerships between funded organisations

There is evidence the Alliance has facilitated some new partnerships which would not have existed in the absence of COMPACT. Some partners have come together to collaborate on existing initiatives, while others have worked on developing new initiatives. For example, PCYC (CREST) and BYDS (Celebrating Stories of Strength) have come together to plan an event focussed on communicating migrant and refugee stories. PCYC have also partnered with YOTS (YOTS Case Management) to create a new in-school program, which has already been delivered, combining life skills and sport. Although most examples of new initiatives are still in their infancy, it is likely that more initiatives will be developed and delivered over time.

A key factor which has assisted with the formation of partnerships has been identifying synergies between organisations. For example, many of the partnerships formed thus far have been between organisations that have experience working in schools, or between organisations that operate in similar local areas.

A barrier to the formation of new partnerships and initiatives has been an unspoken sense of competition among Alliance partners. This can be attributed to a desire among organisations to safeguard funding and to protect intellectual property, especially when delivering innovative interventions.

> *We had an idea of creating an event to change the narrative that's been happening around all of Sydney [regarding refugees and migrants] so we were discussing how we could come up with this event...if it wasn't for the Alliance I don't know if we would have come together.*
>
> COMPACT Alliance Partner

> *There's a sense of competition at the end of the day...you have to be a bit protective of your ideas and I guess IP for projects that are more innovative.*
>
> COMPACT Alliance Partner

The Alliance has facilitated engagement with government stakeholders

Alliance meetings are attended not only by partners funded to deliver COMPACT projects, but also by a range of government stakeholders. These include representatives from Multicultural NSW, DPC, the NSW Department of Education and the NSW Department of Justice. Critically, the Alliance has facilitated engagement between funded organisations and government stakeholders, leading to positive outcomes for both parties.

Alliance partners have been involved in a range of initiatives as part of the broader NSW Government CVE program. For example, DPC has worked with a number of funded organisations to seek advice on appropriate language to use regarding CVE. Similarly, All Together Now (CAPE) have been engaged to provide awareness training on far-right extremism to frontline staff working for the NSW Department of Justice. These examples led to capacity building for government agencies, and made partners feel valued that their expertise was recognised and applied to support positive outcomes. These outcomes demonstrate the Alliance has potential to be an ongoing internal resource for government in relation to CVE and social cohesion.

Partners delivering school-based projects have also engaged with the NSW Department of Education on the department's programs to address anti-social and extremist behaviour. Partners see the value in having the agency-level engagement. Again, it is important to recognise the Alliance is still developing as a network, and that cross-sector relationships are likely to continue to build into the future.

> *One of the things that has come out of our participation is this is direct access to DPC, because they have been so key in our organisation in the past 18 to 24 months in terms of getting us really great meetings, putting us in contact with people. I know if anything happens I can just call…and they'll pick up the phone.*
>
> COMPACT Alliance Partner

> [The NSW Department of Education] *is huge so we've been knocking on doors going 'hey, we do a program' and they're like 'that's very interesting…we love what you're doing but there's not actually much we can do to facilitate you being able to get into schools'…I do hope there is some sort of shift happening there [as a result of the Alliance].*
>
> COMPACT Alliance Partner

There is an opportunity for the Alliance to have a greater public profile

Partners felt the Alliance could achieve a stronger public profile, both in the media and within the general community. This is in line with one of COMPACT's objectives for the Alliance, to document and share best practice community resilience initiatives.

Some suggested Multicultural NSW should continue to play a key role in finding opportunities to bring recognition to the work of the Alliance. For example, some partners praised Multicultural NSW's role in facilitating a meeting between Alliance partners and United Nations Counter Terrorism Executive Directorate (UNCTED), organised by DPC, during a recent delegate visit to Sydney.

Other partners felt Multicultural NSW could further assist in raising the profile of the Alliance as it matures, through developing a concerted media and communications strategy and including additional content partners and media experts in the network. The potential of the Alliance to achieve a greater public profile also relies on data collection at the project-level, to enable profiling of on-the-ground community resilience-building initiatives. There have been some challenges in this area, as discussed in more detail in Section 4.

> *"It might be worth having a partner in the media so we can utilise some support through that. Because I think we're all creating amazing stories…but the narrative isn't changing in the public because nobody knows what we're doing.*
>
> COMPACT Alliance Partner

3.2. HOW WELL WAS THE ALLIANCE IMPLEMENTED?

The program logic co-design was key to defining the purpose of the Alliance

The co-design approach to developing the program logic was successful in helping to refine and agree the purpose of the Alliance. The approach involved a series of workshops with Alliance partners to discuss, map and agree common outcomes for the Program. The agreed outcomes were then developed into a program logic diagram and presented back to partners.

Partners felt this was a useful exercise to help conceptualise the Program, and that the exercise helped to create a sense of a shared purpose. This was especially important given the diversity of projects funded under the Alliance, with some projects initially struggling to understand the commonality between Alliance partners.

It was suggested by some the program logic co-design process could have been undertaken at an earlier stage of program implementation, to further accelerate Alliance-building outcomes.

> *[Having a program logic] is a really big step forward for this Alliance, we've agreed on long-term goals and…we're starting to get the feel.*
>
> COMPACT Alliance Partner

> *The program logic has been really important…getting everyone together and saying 'we're all doing different things…but what we do collectively, what does that look like?'.*
>
> COMPACT Program Manager

There is a desire for Multicultural NSW to set a stronger foundation for knowledge sharing

Alliance partners suggested Multicultural NSW could set a stronger foundation for knowledge sharing opportunities among projects, both during and outside the quarterly Alliance meetings and the annual Alliance Summit.

For example, some partners suggested the creation of project information sheets would help to summarise the objectives and approach of each project, enabling partners to identify projects for potential collaboration. Although a program summary document does exist, this is tailored more towards an external audience, for stakeholders not closely involved in the Program. Partners would like Multicultural NSW to develop information sheets which outline the names and contact details of key staff members for each project, serving an internal Alliance-building purpose.

Partners also provided feedback that the online portal created by Multicultural NSW to facilitate updates among projects has not gained traction. It is unclear why the online forum hasn't met expectations, however partners felt it was critical to establish a new forum to facilitate ongoing engagement between meetings. Partners suggested new ways to share updates could include a Facebook group or a WhatsApp Group – with these modes of communication potentially more suited to youth-work-focused practitioners.

Multicultural NSW noted it currently distributes a newsletter to COMPACT partners, however feedback revealed a number of partners were not aware of this initiative. It is unclear why the existing newsletter has not achieved its intended reach, and as such, it is recommended to consult further with partners regarding content, format and distribution, to ensure the newsletter is fit for purpose.

Some partners did acknowledge staff turnover and limited resourcing at Multicultural NSW have been potential barriers to putting in place the suggestions outlined above.

> *Sometimes you don't get to know exactly what everyone does unless they present at a meeting or unless you've had a chance to ask them…we've had a lot of discussions about how we could share information effectively and it still doesn't seem to have really happened…it probably could have been facilitated from the start.*
>
> COMPACT Alliance Partner

> *I think there has to be a better way of us networking…we don't see each other for three months …maybe [we could have] a weekly thing where we share an experience or share what we've done this week…so that way we motivate each other.*
>
> COMPACT Alliance Partner

Proposal for meetings to be community-sector-led

Partners saw strong value in the involvement of Multicultural NSW and other government stakeholders in the Alliance. While partners saw a role for Multicultural NSW in setting the foundation for knowledge sharing among projects, there was also a strong desire for Alliance meetings to be led by the community sector. Principles of community organising were referenced by a small number of partners, who noted the importance of community networks being led from within.

While regular Alliance meetings are hosted by COMPACT partners, partners felt the meetings led by Multicultural NSW, such as the quarterly Alliance meetings and annual Alliance Summit, have been overly scheduled. Instead, partners would like meetings to involve a combination of content delivery and space for informal networking and conversation. Feedback from project staff notes this style of meeting would be more conducive to partners sharing learnings and challenges regarding their work in community resilience-building.

> *We did the formal part of the meeting, but then we broke bread afterwards…genuine partnership comes from actually meeting at a human level…just sitting down, eating, chatting has been so valuable to a lot of us…I would have loved to see that go a little bit longer.*
>
> COMPACT Alliance Partner

Resource constraints are a barrier to participation in the Alliance

While most partners value the concept of Alliance, and believe in its potential, the resource constrained realities of working in the community sector have meant project staff have not been able to focus as much attention on the Alliance as they would like.

Partners reflected on the tension between implementing their individual projects and participating in Alliance meetings. Although agreeing to participate in the Alliance was a requirement of the application process, partners perceived that they had not been funded for their time involved. This perception has driven many projects to focus on forming new relationships with their partners at the project-level, not leaving them time for broader engagement with other projects at the Alliance level.

Projects did note the potential opportunities to deepen relationships at the Alliance level, and this could reasonably be expected to happen over time, as project-level relationships gain traction and stability.

> *It also costs money…genuine collaboration through to tangible outcomes, [that is] more than just lip service...most of us are operating on the smell of an oily rag most of the time, so that extra time to do genuine collaboration has quite a big cost impact.*
>
> COMPACT Alliance Partner

Potential to include Aboriginal and regional stakeholders in the Alliance

Finally, partners felt there was potential to expand the Alliance to include an Aboriginal and Torres Strait Islander perspective and a regional NSW perspective.

While there is already one Aboriginal and Torres Strait Islander organisation in the Alliance, some partners felt it was important to include additional stakeholders for the purposes of encouraging engagement between cultural groups, an important determinant of social cohesion and community harmony. It was also noted that, when looking at the historical context of Australia, there is potential for the Alliance to learn valuable lessons from the Aboriginal perspective regarding building and maintaining resilience.

Other partners felt it was important to include stakeholders working in regional NSW, given community harmony is an important issue across the state, not just in metropolitan areas.

> *We're talking about community resilience, where are the Indigenous voices?...they are the oldest living culture…there is so much we can learn.*
>
> COMPACT Alliance Partner

> *Regional NSW is really important……in regional NSW there are lots of organisations doing fantastic work around community resilience.*
>
> COMPACT Alliance Partner

3.3. SUMMARY AND IMPLICATIONS REGARDING THE COMPACT ALLIANCE

Summary

The Alliance is a unique feature of the COMPACT Program, and the network has gained considerable momentum over the past two years. There are early signs the Alliance has built a sense of shared purpose, through the program logic co-design process and knowledge sharing among organisations.

The Alliance has also led to the formation of relationships which would not have existed in its absence. These include partnerships between funded projects to deliver new initiatives, and cross-sector engagement between the funded organisations and representatives from a range of NSW government agencies. Alliance partners have been involved in a range of initiatives as part of the broader NSW Government CVE program, demonstrating the Alliance has potential as an ongoing internal resource for government in relation to CVE and social cohesion.

At this stage, the Alliance has yet to reach its aim to of becoming a sustainable network which can respond to threats to community harmony in times of need. A major barrier to the maturation of the Alliance has been the resource constrained realities of the funded organisations. Project leads have needed to focus more on project delivery, and the formation of partnerships at the project level, before turning their focus to the Alliance. In addition, relationships take time to develop and the Alliance itself it still relatively young.

The COMPACT Program has received recognition among policy-makers for its partnership approach, and there is an unrealised opportunity for the Alliance to achieve a greater profile with the general public. The Alliance's progress towards disseminating well-tested community resilience initiatives should be supported by the growing momentum of the Alliance. However, the potential of the Alliance to achieve this outcome also relies on media and communications support, and better data collection at the project-level, to enable profiling of initiatives.

Implications

There is a key role for Multicultural NSW to play in facilitating the maturation of the Alliance. To set a clear expectation regarding participation in the Alliance, Multicultural NSW should more explicitly outline in future funding agreements the funding allocation for time involved in Alliance membership.

To achieve a stronger foundation for knowledge sharing, it is recommended to prioritise the creation of project summary sheets to enable easy identification of projects and partners. It is also recommended to establish, in consultation with the Alliance, a platform for sharing updates and promoting collaboration between meetings.

To allow partners to feel greater ownership over Alliance meetings, it is strongly recommended to consult with project leads to shape the purpose of each meeting. This will allow Multicultural NSW to better understand the needs of the Alliance, from the projects' perspective, and structure the meetings accordingly. In general, it is recommended to allow more time for informal knowledge sharing.

To further embed the concept of community organising, Multicultural NSW might consider funding a community-sector Alliance convenor to run meetings on an ongoing basis. This dedicated role could be taken up by a stakeholder already involved in the Alliance, however to ensure objectivity it is suggested this should not be a stakeholder leading a funded project.

Given the opportunity for the Alliance to have a greater profile, Multicultural NSW could facilitate this through the support of its internal media and communications expertise, and through bringing more content partners and media experts into the network. It is recommended that Multicultural NSW focuses on enabling data collection at the project-level, through more clearly communicating expectations regarding evaluation to project leads. The provision of a data collection template will assist with this.

Finally, it is recommended, in the next round of funding, to consider awarding some grants to projects operating in the Aboriginal and Torres Strait Islander and regional NSW context. If there is a lack of applications received from such projects, it is recommended to review the communications regarding the opportunity for funding. It may be that further clarity is required regarding the focus and scope of the Program. There is also an opportunity to invite non-project-specific stakeholders into the Alliance, such as government and community partners, who can provide these additional perspectives.

04
PROGRAM DESIGN AND MANAGEMENT

This section summarises evaluation findings regarding the design, management and implementation of the COMPACT Program. Findings are based on interviews with staff from Multicultural NSW and project leads.

4.1. PROGRAM DESIGN

COMPACT's design was informed by a strong evidence-base and community consultation

Overall, Multicultural NSW has been successful in designing the COMPACT Program in alignment with evidence-based models, and needs identified by the community at the time.

The evaluation found an appropriate level of investment was made in the design of the COMPACT Program. Investing time upfront to develop an evidence-based initiative was important, given COMPACT is the largest program Multicultural NSW has funded. It was also important given social cohesion in the CVE setting is a relatively new area of policy.

In July 2015, an initial $4 million was announced for an early intervention CVE grants program to be run by Multicultural NSW.[9] Following this announcement, Multicultural NSW ran a consultation process to shape the specific design of the Program. The agency also engaged experts from the Macquarie University Department of Security Studies and Criminology to analyse public submissions and undertake a review of best practice approaches to social cohesion initiatives in the CVE space.

There is strong evidence that both the consultation process and Macquarie University's work informed the design of the COMPACT Program. Consultations revealed communities wanted an approach to CVE that built on the strengths of Australia's multicultural society. The consultations were undertaken at a time when communities were concerned about the impacts of divisive narratives on community harmony, especially in the wake of violent extremism events. COMPACT was seen as an opportunity to address the divisive social impacts of violent extremism.

In response, the COMPACT Program was designed as a social cohesion program, in alignment with Multicultural NSW's purpose: "to build and maintain a cohesive and harmonious multicultural society that enriches the lives of all the people of NSW"[10]. Projects funded under COMPACT were selected based on their capacity to address three project level objectives, as outlined in Section 2.

Further, as the funding announced in 2015 was intended to be directed towards young people, the best practice review undertaken by Macquarie University looked at evidence based models of youth engagement. The review revealed four key areas of youth engagement, with which the projects funded under COMPACT had to demonstrate alignment. These were:

- community awareness and education
- youth leadership and mentoring
- active engagement
- strategic messaging, communications and the media.

> *"Communities were concerned about the securitisation of relationships through CVE funding, and it made it clear that our approach…needed to be framed very much in terms of the actual core business of Multicultural NSW, which is around promoting social cohesion and community harmony.*
>
> COMPACT Program Manager

> *The categories of youth engagement were identified through the research and consultation process we did with Macquarie University… [communities] believed there was a role for sports in engaging young people, we heard a lot about family issues and intergenerational engagement, all of those categories were identified.*
>
> COMPACT Program Manager

> *Part of the feedback we got from communities was that most grants programs…were 12 months…one off… communities told us there was not enough time…to do anything… that would make a lasting impact …so we deliberately designed COMPACT to support multi-year projects with significant funding input.*
>
> COMPACT Program Manager

[9] Additional funding was provided in November 2015 ($4 million) and June 2018 ($1.2 million) as part of the NSW Government package of CVE initiatives

[10] Multicultural NSW, *Our purpose, vision and principles* [online], https://multicultural.nsw.gov.au/about_us/about_mnsw/, 21/10/18

There is also evidence the consultation process helped to shape the type and size of grants awarded. Consultations revealed there had been lack of access to significant funding for social cohesion initiatives. Therefore, the Program was deliberately designed to provide multi-year funding via larger scale grants.

The large-scale aspect was incorporated to ensure funded organisations would be able to use the grants to make a more significant impact in their communities. In recognition of the innovative nature of this policy space, the longer-term funding was designed to ensure the funded organisations would be able to be agile and adapt the nature of their projects over time. This was an important feature of the funding model as it allowed projects to refine their approaches to create more of an impact, and to address emerging issues and needs in their local communities.

> *[Multi-year funding] was built in to allow some kind of flexibility within the Program…so if partners came to us and said 'look 12 months or 2 years into our project it's changed a bit'… it meant we could approve people changing tack to meet emerging priorities and emerging issues they were encountering as they were delivering their project.*
>
> COMPACT Program Manager

Innovative program design recognised nationally and internationally

The COMPACT Program has received national and international recognition, demonstrating the innovative nature of its program design. The element of the Program that has received most recognition is its positioning in the CVE space as a social cohesion program, aiming to empower communities to be resilient in the face of the divisive impacts of violent extremism. This is a different approach to most other existing CVE programs, which are primarily focussed on prevention and intervention at the individual level.

Another element of the Program that has received recognition is its partnership model. There are two elements to the partnership model: the requirement for organisations to partner in the delivery of their projects, and the expectation on projects to contribute to the COMPACT Alliance. These elements strongly align with the social cohesion focus of the Program. They aim to encourage links within communities, and bring together a community of practice to share knowledge and stand together in moments of crisis, to protect community harmony.

In response to the innovative nature of the Program, the COMPACT Program Manager has been invited to present at a number of CVE and other related forums, including in Brisbane, in Abu Dhabi, and in New York, during the United Nations General Assembly. Multicultural NSW has also received positive feedback from global think tank the Institute for Strategic Dialogue, which has featured COMPACT in its newsletter aimed at a global network of CVE policy makers. In addition, during a delegate visit to Sydney, the UNCTED recognised NSW as a leader in the social-cohesion-within-CVE policy space. This evidence suggests the Program has, and will continue to have, a strong legacy in contributing to the evidence base for social cohesion approaches to CVE.

> *Our role as an agency has been to bring recognition to government about the potential impact that a terrorist attack can have on social cohesion…the government is used to thinking about first responses… about critical infrastructure recovery …we have tried to say that terrorism and violent extremism also impacts on social cohesion… and the government response needs to recognise that and build that into its response and recovery arrangements as well.*
>
> COMPACT Program Manager

> *The Alliance that we're building is absolutely critical to our model of community resilience…[it's about] mobilising cross-sector relationships, and building this resilience network…[a] community of practice…it's a key point of differentiation.*
>
> COMPACT Program Manager

Ongoing challenge in educating the community about the focus and intent of the Program

Although Multicultural NSW has received recognition from policy-makers across Australia and internationally for its innovative program design, there has been an ongoing challenge in educating some parts of the NSW community about the nature of the COMPACT Program.

As noted above, Multicultural NSW undertook a community consultation process, which confirmed the COMPACT Program would focus on social cohesion-building as a means to counteract the divisive effects of violent extremism. The strong interest in the Program, as evidenced by the number of grant applications received, suggests Multicultural NSW has had initial success in educating the community sector about the nature of the Program.

However, due to the lack of trust within some parts of the community regarding CVE policy, there has been an ongoing role for Multicultural NSW in continuing to educate and manage stakeholders, to reassure the community that the Program is not about individual intervention or community surveillance. This has required a significant time investment on the part of COMPACT program managers.

> *It was about recognising that the issue of terrorism and violent extremism is a very divisive issue for community harmony and that's why Multicultural NSW works in this space. That conceptual reframing was absolutely critical for getting the community support for COMPACT in the first place. That's why the number of applications we received…[which] was already a milestone for the project, because we developed this project at a time when communities were boycotting anything to do with CVE.*
>
> COMPACT Program Manager

> *[There is] a challenge also [regarding] the ongoing misconceptions about what we're doing with COMPACT…there's a lot of detractors out there…who are still of the view that anything remotely associated with CVE is tainted and it's got to do with spying on the Muslim community.*
>
> COMPACT Program Manager

4.2. PROGRAM MANAGEMENT

Strong relationships with COMPACT partners key to successful program management

The evaluation found a critical success factor for effective program management was the development of strong relationships with the organisations funded under COMPACT. These relationships were initially formed through an upfront investment in together developing detailed work plans. Multicultural NSW used this process to establish a common understanding of program and project goals, adopting a partnership approach to working with the organisations. This approach aligned to the social cohesion aim of the Program, and was distinct to the more contractual and arm's length approach often adopted by government in managing grants.

On top of this initial investment in building relationships with the funded organisations, it was also important for Multicultural NSW to maintain the relationships over the life of the Program. This aim was achieved by bringing on a Program Coordinator in 2016. There is strong evidence this role, and the approach of the individual, has been instrumental in supporting the funded projects to meet their obligations and expectations under the Program, including providing regular reporting, receiving milestone payments, and contributing to the COMPACT Alliance.

> *Before we would sign the funding agreements…they needed to develop a detailed work plan…it created a more robust understanding between parties about what we were trying to achieve...which you can't do if you're an arm's length funding body.*
>
> COMPACT Program Manager

> *Those relationships wouldn't have been possible…without [the Program Coordinator's] personality and skillset…really bringing people on and feeling like they were loved…building that sense of the COMPACT identity.*
>
> COMPACT Program Manager

Strong interest in the Program presented a challenge in managing relationships with organisations not selected for funding

As noted previously, Multicultural NSW was successful, through its community consultation process, in educating much of the community about the social cohesion space in which the COMPACT Program would be operating. As a result, strong support was shown for the Program, with approximately $60 million worth of applications received. This positive response from the community sector prompted the Premier at the time to double the funding allocation for the Program, from $4 million to $8 million.

While this significant increase in funding was a positive outcome for the Program, Multicultural NSW was still only in a position to accept a small number of the applications received. Therefore, it has been challenging for Multicultural NSW to maintain relationships with the range of organisations who did not receive funding. This challenge has been of particular concern for Multicultural NSW given the agency's broader and ongoing role in engaging with a range of stakeholders in NSW, including community organisations, to meet its aims. Further, Multicultural NSW wanted to maintain interest in the COMPACT Program for future rounds of funding.

> *We received an overwhelming response to the application process…something in the vicinity of $60 million worth of applications, so the question of what was funded was a difficult one, it was a very protracted assessment process. We came up with a shortlist of around 25 really good projects that we would have loved to have funded…we managed to get an additional $4 million to fund $8 million worth, [however] we disappointed a lot more people than we made happy…stakeholder management around people who miss out on COMPACT…has been another one of the challenges.*
>
> COMPACT Program Manager

Some challenges in managing contracts with the funded organisations

Another challenge experienced by Multicultural NSW was the management of contracts with the number and range of organisations funded under the COMPACT Program. As noted previously, Multicultural NSW invested upfront time in building relationships with each of the lead organisations through the development of detailed work plans. While this was a successful approach to building relationships, the process took longer than expected due to differing levels of organisational sophistication among the funded partners.

Due to the protracted nature of work plan development for some projects, the start times of projects have varied, creating complexity in the scheduling of milestone payments. Coupled with the fact that this was a larger and more complex grants program than usual, there were a number of challenges in establishing a smooth process for managing the financial side of the grants on the part of Multicultural NSW. For example, some projects were asked to provide financial acquittals up to the end of the financial year, but were required to submit these before the end of June to receive their next milestone payment. This requirement caused delays in some projects receiving their payments, straining the relationships with some Program partners.

> *What has made it complicated for COMPACT is that the work plans were finalised and approved, and funding agreements signed, at different times – so there were different start dates…[as a result] milestone payments are being paid out at different times…over different financial year arrangements.*
>
> COMPACT Program Manager

> *We did have existing infrastructure…for administering grant programs…but [COMPACT] was certainly much larger [it involved]…a lot more money…[and] we had multi-year projects…so this was a little bit new for Multicultural NSW.*
>
> COMPACT Program Manager

Some challenges in data collection at the project level

A small number of projects engaged external evaluation experts to assist with data collection at the project level, while others had internal evaluation expertise. However, most projects were undertaking data collection without expert assistance. These organisations found it difficult to resource data collection while under pressure to deliver projects, and also found it challenging to engage young people in providing feedback.

Although there was a deliberate decision to avoid a standard data collection template due to the diversity of the projects, feedback received via the evaluation suggests a more structured approach would assist those projects with less expertise to meet their reporting obligations. This approach would also enable Multicultural NSW to more easily monitor key outputs and outcomes across the projects, facilitating program management and future evaluation activity.

> *We didn't provide a strict template …each of the projects is so different…we wanted them to report to us in a way that made sense to them.*
>
> COMPACT Program Manager

> *COMPACT has allowed us to engage someone to work full time on the project [and] it's really helped us to put systems in place… around our reporting…being able to capture data is a challenge when you don't have fulltime resources.*
>
> COMPACT Alliance Partner

Partnership approach an important feature of the Program but created some challenges on the ground

The grants application process for the COMPACT Program encouraged a partnership approach. It was made explicit to applicants that projects involving more than one organisation would be judged more favourably by the selection panel. This was an appropriate feature of the program design, as it aligned with the broad social cohesion aim of the COMPACT Program. Further, this approach has facilitated conversations between organisations which may not have typically engaged.

While the application process was a catalyst for engagement within the community sector, some partners may not have had adequate time to develop their relationships and some partnerships have not functioned as effectively as expected. There is evidence some partnerships have remained unrealised or are in the very early stages of forming.

Despite the requirement to outline partnership roles in the application process, two years on many project leads were unable to articulate these roles, or articulated a very minor role for their partners, when interviewed as part of the evaluation. Some partnerships fell apart at the very early stages of implementation, during the development of detailed work plans. This created additional work for Multicultural NSW in playing a brokering role between organisations, and led to delays in the start dates of some projects.

The partnerships that have functioned well have been enabled by the definition of clear roles between organisations and a tangible mutual benefit. For example, BYDS has had an effective relationship with FBI Radio, who provided capacity building to Celebrating Stories of Strength participants regarding the technical aspects of radio production. FBI radio saw a benefit in the partnership as they were aiming to reach a younger audience, and saw the Program as a vehicle to achieve that aim.

The school-based projects reflected on a number of challenges partnering with schools to implement their projects. There were difficulties experienced in reaching new schools, due to busy school schedules. In addition, schools often had specific processes and requirements regarding due diligence, creating additional administrative work for COMPACT project leads.

The key enablers of engagement with schools have included leveraging pre-existing relationships, finding and communicating alignment with school values and curricula, and setting up processes, such as logistics plans, to ensure the school's role in implementation is clear.

While the partnership approach presented challenges in implementation, it is clear it has facilitated project reach to young people and supported participant outcomes.

> *We heard anecdotally from the community that there was this buzz and all this activity happening… because they were forced to create these partnerships.*
>
> COMPACT Program Manager

> *They had to have an agreement in writing with project partners…[but early on] some partnerships …started to fall apart…[we acted as] a bit of a broker…[and] in some cases those partnerships just weren't going to succeed…[so] we had to take at least three proposals…back to the grants assessment committee.*
>
> COMPACT Program Manager

> *FBI radio were really interested in pursuing this partnership because they were wanting to reach a younger audience… [our project was] a good opportunity to introduce some younger people to the show…that was good for us as well, because we thought it would be a good opportunity for students to become familiar with…radio."*
>
> Celebrating Stories of Strength Project Lead

> *We developed a document that clearly sets out what we need from the schools to make sure our [project] runs smoothly.*
>
> Celebrating Stories of Strength Project Lead

> *Where [it's] really successful is where [our project] forms one of the pillars of the school culture or maybe their welfare curriculum, their leadership curriculum.*
>
> Youth Led Social Cohesion Project Lead

Support from within government key to program delivery

Despite the challenges outlined above, the COMPACT Program has successfully created a legacy in the social cohesion space within CVE policy. A critical success factor for the profile of the Program has been Multicultural NSW's close working relationship with DPC and other NSW Government agencies, as well as the NSW Minister for Multiculturalism.

When the NSW Government announced a $47 million CVE package for NSW in 2015, a new CVE unit was established within DPC. There is strong evidence this unit has played a key role in advocating for the COMPACT Program, including providing support for additional funding and raising the profile of the Program within government. For example, DPC provided support to Multicultural NSW with reporting up to Cabinet.

Multicultural NSW also drew on support from within the agency to assist in the implementation of the Program. In particular, support was provided by the Chief Financial Officer to oversee the financial aspects of the grants process, and by the communications and marketing team to assist with communications surrounding the application process.

In addition, the Program's profile was raised internally through the support of senior stakeholders, such as the Chief Executive Officer of Multicultural NSW. This broader support from within the agency was important considering this is the largest grants program ever funded by Multicultural NSW.

It should also be noted Multicultural NSW has partnered with a number of other NSW Government agencies as part of the COMPACT Alliance (as discussed previously in Section 4).

> *The announcement of the $47 million NSW CVE package included the establishment of a new unit in DPC, the CVE unit, and a new Director. Thankfully the Director at the time was involved in our assessment panel and had good visibility of what we were doing…he could realise there was a need to resource it properly [with a project coordinator to manage the relationships with the funded projects].*
>
> COMPACT Program Manager

> *DPC became the lead agency for CVE in NSW…we've got a very cooperative working relationship with the unit on all manner of things…[for example] when we're reporting up to Cabinet or [profiling] what we're doing in COMPACT to get support.*
>
> COMPACT Program Manager

4.3. SUMMARY AND IMPLICATIONS REGARDING PROGRAM DESIGN AND MANAGEMENT

Summary

The COMPACT Program, and its objectives, were designed from a strong evidence base and are in clear alignment with the purpose of Multicultural NSW. COMPACT incorporates a number of innovative program design features, including its multi-level partnership approach and flexible multi-year funding model.

Multicultural NSW has benefitted from a close working relationship with DPC to support its profile within government. The Program has also received recognition for its innovative positioning in the CVE space as a social cohesion program. However, due to the lack of trust in some parts of the community, education about the focus of the Program has been required and is ongoing.

Multicultural NSW has created close relationships with project leads through the collaborative development of workplans. However, the ongoing management of contracts with the range of organisations, and different project start dates, has been a challenge. In addition, Multicultural NSW has had to spend time managing relationships with organisations who did not receive funding.

At the project level, some partnerships have remained unrealised or experienced challenges on the ground. Those partnerships that have worked well, have benefited from the establishment of clear roles and a mutual benefit for both parties.

It should be noted that many projects have experienced considerable challenges collecting data and conducting evaluations at the project-level. This can be attributed to resourcing constraints and a lack of evaluation expertise within many projects.

Implications

It is recommended that Multicultural NSW continues to profile and generate support for COMPACT by developing a revised media and communications strategy for the Program. Profiling can also be achieved through continuing the close working relationship with DPC and continuing to engage with policy-makers across Australia and internationally.

To continue building partnerships between Multicultural NSW and the funded organisations, it is recommended to continue the approach of developing workplans at the start of new funding rounds. To support the success of project-level partnerships, it is recommended to strengthen the requirement for applicants to outline planned partnership arrangements by requiring them to explain the rationale for and benefits of working together. This will help to Multicultural NSW to assess whether there is a mutual benefit for partners, thereby ensuring projects are selected based on the likelihood that their partnerships will work on the ground.

The contract management process is critical to the success of the COMPACT Program, and therefore, it is recommended to continue resourcing COMPACT with suitably experienced staff who can collaborate effectively with the community sector. Multicultural NSW should also continue to seek grants administration support from within the organisation. Finally, adequate time for work planning and signing of funding agreements must be allowed to reduce the complexity of milestone payment scheduling.

As outlined previously, it is strongly recommended that Multicultural NSW provides greater clarity regarding the expectation on projects to evaluate their performance. To assist this process, and ensure reporting on consistent outputs, it is also recommended that Multicultural NSW develops a data collection template for the projects.

05
SUMMARY OF KEY FINDINGS AND IMPLICATIONS FOR FUTURE ROLL-OUT

The COMPACT Program has established itself as a successful, first-of-its-kind community resilience-building initiative. The Program, still in its early stages, is already delivering positive outcomes for many participating young people, and the COMPACT Alliance shows potential to deliver on its aim of becoming a sustainable network of community resilience-building practitioners, equipped to respond to threats to community harmony.

COMPACT contributes to greater respect for others, improved engagement in learning, and greater community participation among young people

Through its well-tested and unique program design, COMPACT has achieved a range of participant outcomes contributing to social cohesion-building objectives. Most notably, participant post-survey results suggest COMPACT has generated a greater level of acceptance and respect for others, among two thirds of participants. There has also been some early evidence of greater participation in community and civic life, including take up of leadership roles, participation in community activities, and increased volunteering.

Recommendation: The NSW Government should continue to provide funding to Multicultural NSW to build on the success of the Program and fund similar projects into the future. To assist with the allocation of future grants, and to ensure projects with the greatest potential are selected, it is strongly recommended to provide greater accountability regarding data collection and evaluation at the project level. This can be achieved by developing a data collection template for the projects.

Recommendation: A more comprehensive evaluation should be undertaken at the whole-of-program level to further explore the impact of the Program on community resilience-building objectives. In order to achieve this, the evaluation should seek to measure change over a longer period of time and should include in-depth consultation with participants.

The Alliance requires support to maintain its progress towards a sustainable community resilience-building network

The COMPACT Alliance has gained considerable momentum over the past two years, with some evidence of knowledge sharing and new partnerships among projects. In addition, the Alliance has facilitated cross-sector engagement between government stakeholders and community organisations, with Alliance partners becoming involved in a range of initiatives as part of the broader NSW Government CVE program. However, the Alliance is yet to reach its full potential as a sustainable network which can respond to threats to community harmony in times of need. The Alliance requires support from Multicultural NSW to meet this objective, through encouraging stronger relationships between partners.

Recommendation: To set a clear expectation regarding participation in the Alliance, Multicultural NSW should more explicitly outline, in the future funding agreements, the funding allocation for time involved in Alliance membership.

Recommendation: To ensure meetings progress the intended outcomes of the Alliance and meet partners' needs, Multicultural NSW should consult with project leads to shape the purpose of each meeting, and then structure meetings accordingly. In general, more time on meeting agendas for informal networking should be incorporated.

Recommendation: To enable easy identification of projects and partners, Multicultural NSW should prioritise the creation of project summary sheets. It is also recommended to establish, in consultation with the Alliance, a better platform for sharing updates and promoting collaboration between meetings.

Recommendation: To ensure the Alliance is community-sector-led, Multicultural NSW should consider funding a community-sector convenor to run meetings on an ongoing basis. This dedicated role could be taken up by a stakeholder already involved in the Alliance, however to ensure objectivity it is suggested this should not be a stakeholder leading a funded project.

Now it is established, the Alliance can consider opening its doors to new partners and perspectives

To gain additional insights and contribute towards further social cohesion-building across the state, the Alliance has an opportunity to consider opening its doors to new partners. This may include partners with an Aboriginal and Torres Strait Islander focus, and those with a regional NSW focus.

Recommendation: In the next round of funding, Multicultural NSW should consider awarding some grants to projects operating in the Aboriginal and Torres Strait Islander and regional NSW context. If there is a lack of applications received from such projects, it is recommended to review the communications regarding the opportunity to apply for funding.

Recommendation: Multicultural NSW should explore the possibility of inviting additional non-project-specific stakeholders into the Alliance, from within government or the community, to provide an additional avenue for other perspectives.

COMPACT has achieved a profile among policy-makers, however there is an opportunity to raise its profile within the general community

The COMPACT Program has received recognition and support for its innovative positioning in the CVE space as a social cohesion program. However, there is an opportunity to continue to raise its profile in order to educate the community about the focus of the Program, and to share best practice learnings.

Recommendation: The NSW Department of Premier and Cabinet (DPC) should continue to raise the profile of the Program within government. DPC should also continue to facilitate opportunities for knowledge sharing with other CVE and social cohesion practitioners, including international delegations.

Recommendation: Multicultural NSW should continue to raise the profile of the Program (including the work of the Alliance) through developing a media and communications strategy. It is also recommended to consider bringing content partners and media experts into the Alliance.

Recommendation: The ability to share best practice learnings is contingent upon high quality evaluation at the project level, to demonstrate the kinds of initiatives that work on the ground. As noted above, greater accountability regarding data collection and evaluation at the project-level should be provided by developing a data collection template for the projects.

The partnership approach supports COMPACT's objectives and should be strengthened

Multicultural NSW has adopted a partnership approach to working with projects, established through the collaborative work planning stage. Projects are also encouraged to deliver their projects in partnership with other community organisations, however some challenges have been experienced on the ground. As the partnership approach strongly aligns with program objectives it should be strengthened into the future.

Recommendation: To support project-level partnerships, Multicultural NSW should require organisations to outline the rationale for their partnership at the time of signing their funding agreement.

Recommendation: More time should be allowed for work planning and signing of funding agreements, allowing projects to start at the same time. This should reduce the complexity of the milestone payment and reporting schedule.

Recommendation: Multicultural NSW should continue to resource COMPACT with suitably experienced staff who have the skills to collaborate effectively with the community sector, as well as drawing on internal human resources to assist with grants management.

DISCLAIMER

This report is dated 1 February 2019 and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Pty Ltd's (**Urbis**) opinion in this report. Urbis prepared this report on the instructions, and for the benefit only, of NSW Department of Premier and Cabinet (**Instructing Party**) for the purpose of Draft Report (**Purpose**) and not for any other purpose or use. To the extent permitted by applicable law, Urbis expressly disclaims all liability, whether direct or indirect, to the Instructing Party which relies or purports to rely on this report for any purpose other than the Purpose, and to any other person which relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

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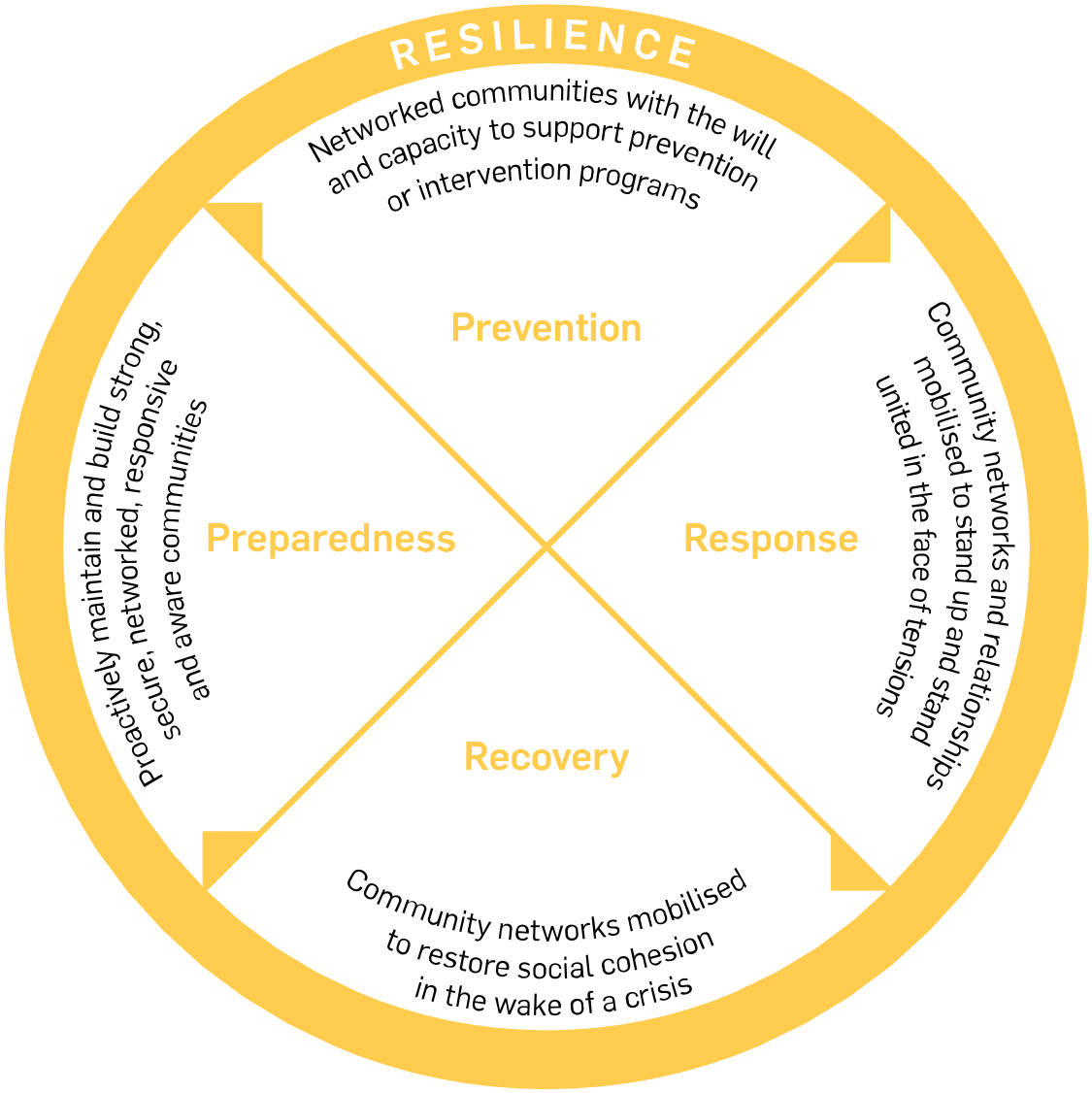
This report has been prepared with due care and diligence by Urbis and the statements and opinions given by Urbis in this report are given in good faith and in the reasonable belief that they are correct and not misleading, subject to the limitations above.

APPENDIX A COMPACT RESILIENCE-BASED MODEL

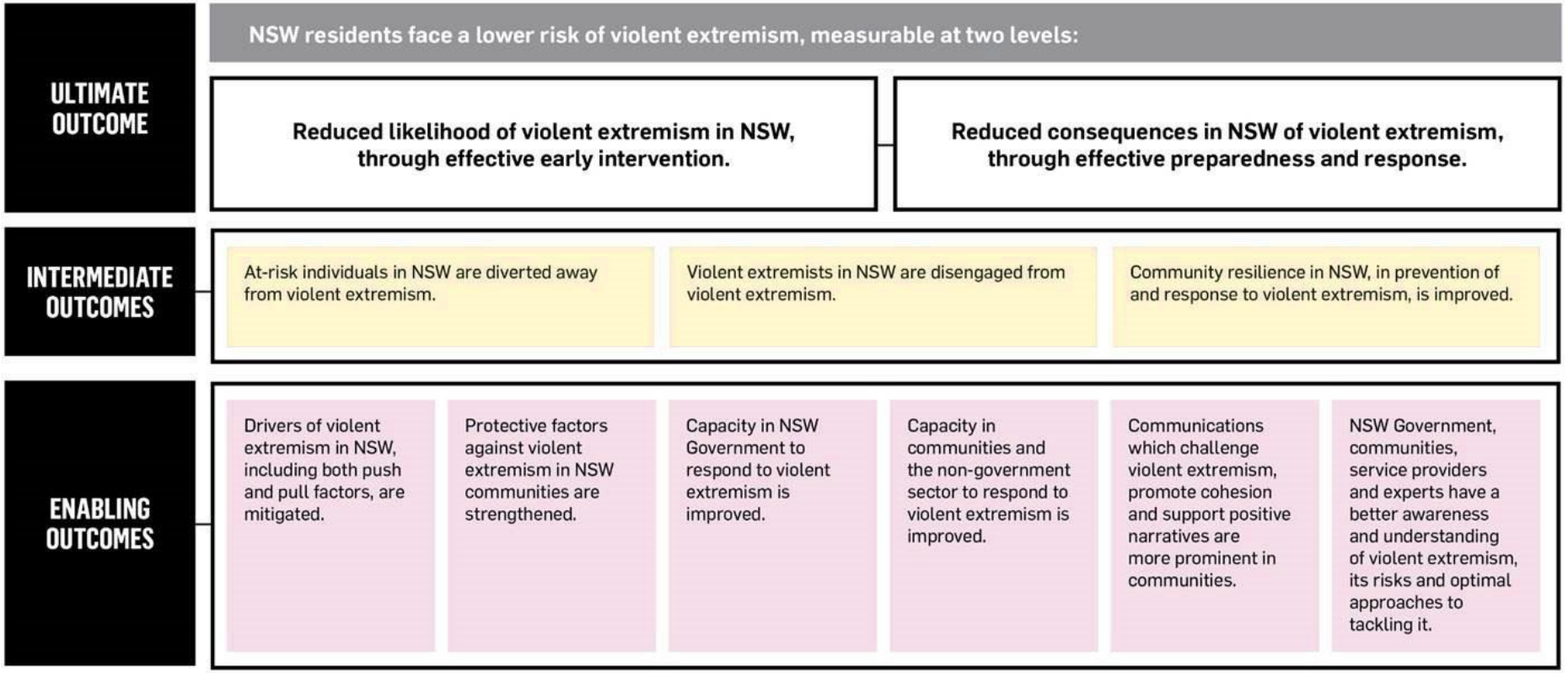
Figure 2 – COMPACT resilience-based model



Source: Multicultural NSW, COMPACT Alliance Summit Booklet, (no date), document provided by Multicultural NSW

APPENDIX B NSW CVE THEORY OF CHANGE

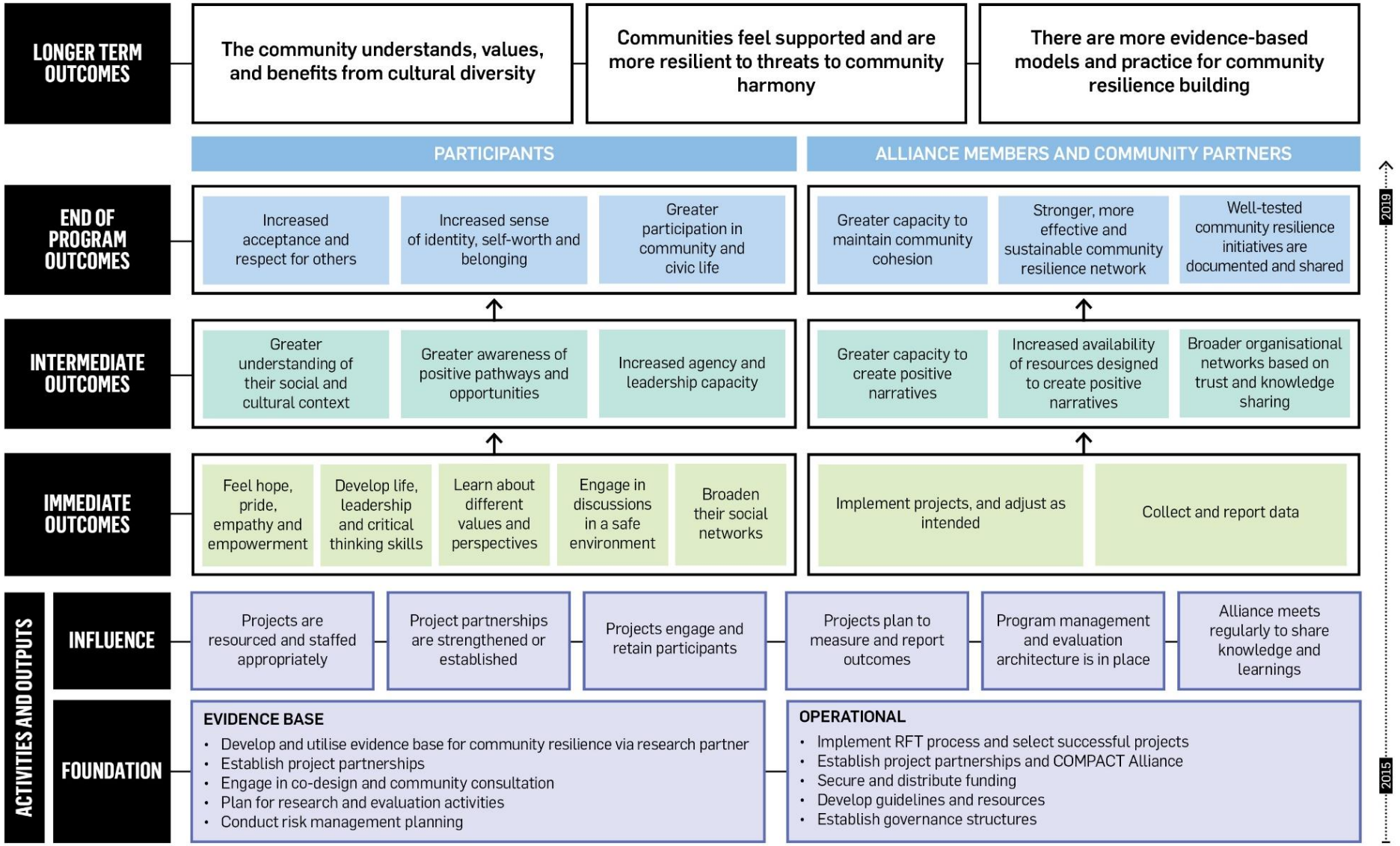
Figure 3 – NSW CVE theory of change



Source: NSW Government, *NSW Countering Violent Extremism Evaluation Approach*, (no date), internal document provided by Multicultural NSW

APPENDIX C COMPACT PROGRAM LOGIC

Figure 4 – COMPACT program logic



APPENDIX D COMPACT EVALUATION FRAMEWORK

The Evaluation Framework outlines evaluation questions, key indicators, data sources and evaluation domains relevant to each statement from the Program Logic.

Category	Outcome	Key evaluation questions	Key indicators	Data sources	Evaluation domains
Activities and outputs	**Foundation**				
	Evidence base ▪ Develop and utilise evidence base for community resilience via research partner ▪ Establish project partnerships ▪ Engage in co-design and community consultation ▪ Plan for research and evaluation activities ▪ Conduct risk management planning	To what extent was program design and project selection based on best available evidence? To what extent was co-design successful in influencing program design and delivery? Have relationships been established with the appropriate range of partners? What have been the key enablers / barriers to establishing and developing partnerships?	MNSW and Alliance partner views on extent of influence of evidence-base and co-design process/es on program design and implementation % of intended project partnerships secured Identification of enablers / barriers to establishing and developing partnerships	Stakeholder interviews – MNSW Stakeholder interviews – Alliance partners	Process Partnerships
	Operational ▪ Implement RFT process and select successful projects ▪ Establish project partnerships and COMPACT Alliance ▪ Secure and distribute funding ▪ Develop guidelines and resources ▪ Establish governance structures	Were adequate resources allocated to develop and deliver COMPACT? How appropriate and effective were the governance arrangements in supporting program delivery? What have been the key enablers / barriers to successful implementation and how effectively were these addressed?	MNSW and Alliance partner views on sufficiency of resource allocation and governance arrangements Identification of enablers / barriers to successful implementation	Stakeholder interviews – MNSW Stakeholder interviews – Alliance partners Program database	Process

Category	Outcome	Key evaluation questions	Key indicators	Data sources	Evaluation domains
Influence					
	Projects are resourced and staffed appropriately	Were adequate resources allocated to develop and deliver COMPACT projects?	MNSW and Alliance partner views on the adequacy of project resourcing	Stakeholder interviews – MNSW Stakeholder interviews – Alliance partners Meta-analysis of project evaluations	Process
	Project partnerships are strengthened or established	To what extent did project partnerships facilitate successful project implementation? What have been the key enablers / barriers to establishing and developing partnerships?	MNSW and Alliance partner views on the effectiveness of project partnerships Identification of opportunities created by partnerships Identification of enablers / barriers	Stakeholder interviews – MNSW Stakeholder interviews – Alliance partners Meta-analysis of project evaluations	Process Partnerships
	Projects engage and retain participants	Were projects successful in meeting participant enrolment and completion targets? What have been the key enablers / barriers?	Number and % of projects that successfully met targets Identification of enablers / barriers	Stakeholder interviews – MNSW Stakeholder interviews – Alliance partners Meta-analysis of project evaluations Program database	Process Reach
	Projects plan to measure and report outcomes	To what extent did projects measure and report outcomes?	Completion of meaningful and useful project evaluations	Stakeholder interviews – MNSW Stakeholder interviews – Alliance partners Meta-analysis of project evaluations	Process

Category	Outcome	Key evaluation questions	Key indicators	Data sources	Evaluation domains
Participants	Program management and evaluation architecture is in place	How effective were the program management structures for COMPACT and individual project delivery? To what extent did the evaluation architecture support measurement of outcomes?	MNSW and Alliance partner views on the effectiveness of program management structures Appointment of external evaluator MNSW and Alliance partner views on the appropriateness of the evaluation approach	Stakeholder interviews – MNSW Stakeholder interviews – Alliance partners Meta-analysis of project evaluations	Process
	Alliance meets regularly to share knowledge and learnings	How effective was the Alliance in sharing knowledge to support positive outcomes for participants? What have been the key enablers / barriers?	Number and % of Alliance members who attend quarterly meetings MNSW and Alliance partner views on how effectively the Alliance worked together Identification of enablers / barriers	Stakeholder interviews – MNSW Stakeholder interviews – Alliance partners Program database	Process Partnerships

Category	Outcome	Key evaluation questions	Key indicators	Data sources	Evaluation domains
Immediate outcomes					
Participants	Feel hope, pride, empathy and empowerment	To what extent have participants experienced a positive shift in attitudes due to program participation? Are some participants more likely than others to have experienced a positive shift in attitudes? What have been the key enablers / barriers?	Project participants' views on and degree of hope for their future, pride in themselves and their community Project participants' views on and degree of concern for people in their neighbourhood, and for a range of minority groups Project participants' views on and belief in their ability to affect change in their local community Number, % and profile of program participants who report positive shift in present to future wellbeing on the Cantril Self-Anchoring Striving Scale. Imagine a ladder with steps numbered from zero at the bottom to ten at the top. The top of the ladder represents the best possible life for you and the bottom of the ladder represents the worst possible life for you: ▪ On which step of the ladder would you say you personally feel you stand at this time?	Discussion groups with project participants Participant post-survey Sentiment analysis Stakeholder interviews – project staff, teachers, families Analysis of project content creation	Effectiveness Appropriateness Reach

Category	Outcome	Key evaluation questions	Key indicators	Data sources	Evaluation domains
Participants			▪ On which step do you think you will stand about five years from now? Project staff, teachers and families' views on participants' shift in attitudes Examples of participants expressing hope, pride, empathy and empowerment via content created Identification of enablers / barriers Identification of unintended consequences of shifting attitudes		
	Develop life, leadership and critical thinking skills	To what extent have participants strengthened their life, leadership and critical thinking skills? Are some participants more likely than others to have experienced a positive shift in attitudes? What have been the key enablers / barriers?	Project staff, teachers and families' views on participants' life, leadership and critical thinking skills development Examples of strengthened life, leadership and critical thinking skills via content created Identification of enablers / barriers Identification of unintended consequences of developed skills	Stakeholder interviews – project staff, teachers, families Analysis of project content creation	Effectiveness Appropriateness Reach

Category	Outcome	Key evaluation questions	Key indicators	Data sources	Evaluation domains
Participants	Learn about different values and perspectives	To what extent have participants been exposed to different values and perspectives? Are some participants more likely than others to have been impacted by this exposure to different values and perspectives? What have been the key enablers / barriers?	Project participants' reported exposure to different value systems and life perspectives Number, % and profile of participants who report: ▪ Learning something about different value systems and life perspectives than their own ▪ An increase in their belief in the value of diversity Project staff, teachers and families' views on participants' exposure to different values and perspectives Examples of participants learning about different values and perspectives via content created Identification of enablers / barriers Identification of unintended consequences of exposure to new values and perspectives	Discussion groups with project participants Participant post-survey Stakeholder interviews – project staff, teachers, families Analysis of project content creation	Effectiveness Appropriateness Reach

Category	Outcome	Key evaluation questions	Key indicators	Data sources	Evaluation domains
Participants	Engage in discussions in a safe environment	To what extent did participants feel they could discuss issues that matter to them without fear of being judged via participation in the program? Are some participants more likely than others to have felt they could engage in discussions in a safe environment?	Number, % and profile of participants who report that via the program: They could discuss issues that mattered to them without fear of being judged	Participant post-survey	Effectiveness Reach
	Broaden their social networks	To what extent have participants met new people as a result of the program? To what extent do participants believe they will still be in contact with these new people in 12 months' time? Are some participants more likely than others to have met and maintained contact with new people as a result of the program? What have been the key enablers / barriers?	Project participants' reported changes in their social network as a result of the Program Number, % and profile of participants who report: ▪ I met new people as a result of [insert project name] ▪ I believe I will still be in contact with at least some of these people in 12 months' time Project staff, teachers and families' views on participants' broadened social networks Examples of broadened social networks via content created Identification of enablers / barriers Identification of unintended consequences of broadened social networks	Discussion groups with project participants Participant post-survey Stakeholder interviews – project staff, teachers, families Analysis of project content creation	Effectiveness Appropriateness Reach

Category	Outcome	Key evaluation questions	Key indicators	Data sources	Evaluation domains
Alliance members and community partners	Implement projects, and adjust as intended	Have the COMPACT projects been implemented as planned? To what extent has project implementation been adaptive to best meet intended outcomes? What have been the key enablers / barriers to effective implementation?	MNSW and Alliance partner views on implementation Identification of enablers / barriers Identification of unintended consequences of implementation Identification of potential solutions to any implementation challenges	Stakeholder interviews – MNSW Stakeholder interviews – Alliance partners Meta-analysis of project evaluations	Process
	Collect and report data	Have the COMPACT projects collected and reported data as planned? What have been the key enablers / barriers?	Completion of project-level evaluations MNSW and Alliance partner views on data collection and reporting processes Identification of enablers / barriers	Stakeholder interviews – Alliance partners Meta-analysis of project evaluations	Process

Category	Outcome	Key evaluation questions	Key indicators	Data sources	Evaluation domains
Intermediate outcomes					
Participants	Greater understanding of their social and cultural context	To what extent have participants developed a greater understanding of their social and cultural context? Are some participants more likely than others to have developed a greater understanding of their social and cultural context? What have been the key enablers / barriers?	Project staff, teachers and families' view of participants' increased understanding of social and cultural context Examples of increased understanding of social and cultural context via content creation	Stakeholder interviews – project staff, teachers, families Analysis of project content creation	Effectiveness Appropriateness Reach
	Greater awareness of positive pathways and opportunities	To what extent do participants believe there are positive pathways and opportunities available to them? Are some participants more likely than others to have a great awareness of positive pathways and opportunities? What have been the key enablers / barriers?	Project participants' belief that there are positive education, training and employment opportunities available to them Project participants' belief that there are positive opportunities for community involvement available to them Number, % and profile of participants who report they feel: ▪ Positive about the education, training and employment opportunities available to them ▪ Positive about opportunities for involvement in their local community	Discussion groups with project participants Participant post-survey Sentiment analysis Analysis of project content creation Stakeholder interviews – project staff, teachers, families	Effectiveness Appropriateness Reach

Category	Outcome	Key evaluation questions	Key indicators	Data sources	Evaluation domains
Participants			Project staff, teachers and families' views on participants' improved awareness of positive pathways and opportunities Examples of improved awareness of positive pathways and opportunities via content created Identifications of enablers / barriers Identification of unintended consequences of improved awareness of positive pathways and opportunities		
	Increased agency and leadership capacity	To what extent have participants developed increased leadership capability and confidence? Are some participants more likely than others to have improved their leadership capability and confidence? What have been the key enablers / barriers?	Project participants' reported confidence to speak up about issues that matter to them among family, friends and their community Project participants' reported belief that their contribution to discussions on issues important to them has the potential to drive change for themselves and their community Number, % and profile of participants who report they feel: ▪ Able to have a say among family and friends on important issues all or most of the time	Discussion groups with project participants Participant post-survey Sentiment analysis Stakeholder interviews – project staff, teachers, families Analysis of project content creation	Effectiveness Appropriateness Reach

Category	Outcome	Key evaluation questions	Key indicators	Data sources	Evaluation domains
Participants			▪ Able to have a say within their community on important issues all or most of the time ▪ They have the potential to positively influence their own future ▪ They have the potential to positively influence their community's future Project staff, teachers and families' views on participants' increased leadership capability and confidence Examples of increased leadership capability and confidence via content created Identification of enablers / barriers		
Alliance members and community partners	Greater capacity to create positive narratives	To what extent have project staff been trained to create and share positive narratives? What have been the impacts of sharing positive narratives in the face of extremist narratives? What have been the key enablers / barriers?	Alliance partner views on increased capacity to create positive narratives Number and profile of project staff trained to create and share positive narratives Examples of extremist narratives being successfully countered with positive narratives Identification of enablers / barriers	Stakeholder interviews – Alliance partners Meta-analysis of project evaluations	Effectiveness Appropriateness Reach

Category	Outcome	Key evaluation questions	Key indicators	Data sources	Evaluation domains
Alliance members and community partners	Increased availability of resources designed to create positive narratives	What resources have been created that support positive narratives? To what extent have these resources been shared, and with who? What have been the key enablers / barriers?	Alliance partner views on the availability and reach of resources Identification of resources created that support positive narratives Number and profile of positive narrative resource users Identification of enablers / barriers	Stakeholder interviews – Alliance partners Meta-analysis of project evaluations Alliance Quarterly Meetings	Effectiveness Appropriateness Reach
	Broader organisational networks based on trust and knowledge sharing	To what extent have Alliance partners developed trusting relationships with each other, and other community partners? What opportunities have been facilitated by these relationships? What have been the key enablers / barriers?	MNSW and Alliance partner views on the strength of networks and degree of knowledge sharing Examples of knowledge sharing among Alliance partners and other community partners Identification and opportunities facilitated Identification of enablers / barriers	Stakeholder interviews – MNSW Stakeholder interviews – Alliance partners Alliance Quarterly Meetings	Effectiveness Appropriateness Reach

Category	Outcome	Key evaluation questions	Key indicators	Data sources	Evaluation domains
End of program outcomes					
Participants	Increased acceptance and respect for others	To what extent have levels of acceptance and respect among COMPACT program participants changed since program participation/completion? Are some program participants more likely than others to have increased levels of acceptance and respect for others? What have been the key enablers / barriers?	Number and % of young people who report positive changes in relation to the statements: ▪ My local area is a place where people from different national or ethnic backgrounds get on well together ▪ The mix of different national or ethnic backgrounds improves local life (Comparison of pre, post and follow-up survey results & comparison of COMPACT to Scanlon-Monash Index Survey results for NSW and other states and territories) Project staff, teachers and families' views on changed levels of acceptance and respect among participants Examples of improvements in levels of acceptance and respect for others Identification of enablers / barriers	Sentiment analysis – pre-survey, post-survey, follow-up-survey Stakeholder interviews – project staff, teachers and families Analysis of project content creation	Effectiveness Reach

Category	Outcome	Key evaluation questions	Key indicators	Data sources	Evaluation domains
Participants	Increased sense of identity, self-worth and belonging	To what extent have COMPACT program participants experienced a strengthened sense of identity, self-worth and belonging since program participation/completion? Are some program participants more likely than others to have experienced a strengthened sense of identity, self-worth and belonging? What have been the key enablers / barriers?	Number and % of young people who report positive changes in relation to the extent they: ▪ Take pride in the Australian way of life and culture ▪ Have a sense of belonging in Australia (Comparison of pre, post and follow-up survey results & comparison of COMPACT results to Scanlon-Monash Index Survey results for NSW and other states and territories) Project staff, teachers and families' views on increased sense of identity, self-worth and belonging among participants Examples of improvements in strengthened sense of identity, self-worth and belonging among participants Identification of enablers / barriers	Sentiment analysis – pre-survey, post-survey, follow-up-survey Stakeholder interviews – project staff, teachers and families Analysis of project content creation	Effectiveness Reach

Category	Outcome	Key evaluation questions	Key indicators	Data sources	Evaluation domains
Participants	Greater participation in community and civic life	To what extent have COMPACT program participants increased their participation in community and civic life since program participation/completion? Are some program participants more likely than others to have increased community and civic participation?	Number and % of young people who report positive changes in relation to the extent they have done any of the following over the past six months: ▪ Signed a petition (including online petitions) ▪ Liked or shared content on social media related to your community ▪ Written or spoken to a religious or elected official about your local community ▪ Attended a local community event Read, watched or listened to the news (including online news) on average a few times a week	Sentiment analysis – pre-survey, post-survey, follow-up-survey	Effectiveness Reach
Alliance members and community partners	Greater capacity to maintain community cohesion	Has the COMPACT Alliance enhanced capacity to build and maintain community cohesion? What have been the key enablers / barriers?	MNSW and Alliance partner views on enhanced capacity to support community cohesion as a result of the COMPACT Alliance, specifically in relation to relationships established and developed with relevant community organisations, program design and implementation capabilities, and development and sharing of resources and tools Examples of improved capacity to build and support community cohesion Identification of enablers / barriers	Stakeholder interviews – MNSW Stakeholder interviews – Alliance partners Alliance Quarterly Meetings	Effectiveness Efficiency Appropriateness Partnerships

Category	Outcome	Key evaluation questions	Key indicators	Data sources	Evaluation domains
Alliance members and community partners	Stronger, more effective and sustainable community resilience network	To what extent has the COMPACT Alliance built a strong and effective network of community resilience building practitioners? To what extent is this network likely to be sustained over time? What have been the key enablers / barriers?	MNSW and Alliance partner views on the strength and effectiveness of the COMPACT Alliance MNSW and Alliance partner views on the sustainability of the network Examples of opportunities enabled by the COMPACT Alliance to build community resilience Identification of enablers / barriers Identification of unintended consequences of the Alliance development	Stakeholder interviews – MNSW Stakeholder interviews – Alliance partners Alliance Quarterly Meetings	Effectiveness Efficiency Appropriateness Partnerships
	Well-tested community resilience initiatives are documented and shared	To what extent has the evidence base for COMPACT, both for individual projects and for the Program overall, been effectively documented and shared?	MNSW and Alliance partner views on the quality of the evidence base and the reach of the dissemination strategy Examples of publications / presentations focused on sharing the documented evidence base for COMPACT	Stakeholder interviews – MNSW Stakeholder interviews – Alliance partners	Process Partnerships

APPENDIX E RESEARCH INSTRUMENTS

EVALUATION OF THE COMPACT PROGRAM

DISCUSSION GUIDE

INTERVIEWS – PROJECT PARTICIPANTS FROM CAPE

Introduction

Thank for taking the time to speak with us today.

Urbis has been asked by the NSW Department of Premier and Cabinet (DPC) to review the COMPACT Program, which includes [insert project name].

The purpose of this interview is to help us understand whether, and to what extent, the Program has had an impact on the young people, such as yourselves, it has reached.

We've booked in for an hour for this interview, but it may not take the full hour.

Do you have any questions before we begin?

Is it ok with you if I record?

<Confirm name of stakeholder and consent to record ON TAPE>

Questions

Scene setting

Before we start, can you tell me…

1. How did you first become involved in CAPE?
2. What specific CAPE activities have you been involved in?
3. How long have you been involved?

Participant outcomes – general

Looking back on your involvement in CAPE…

4. What did you think of it?

   Prompt for:

   a. What were the best and worst experiences? How did the involvement in CAPE leave you feeling?
   b. Was there anything challenging about it? Why is that?
   c. Was there anything about it that surprised you? Why is that?

5. Did you learn anything new or interesting you hadn't learnt before? Has it changed you in anyway?

   Prompt for:

   d. Exposure to different perspectives and ways of life?
   e. Any new skills (life, leadership, critical thinking skills)?
   f. Any ideas about what you'd like to study or work in, in the future?

6. As a result of taking part in CAPE, are you doing anything now that you weren't doing before? If so, what is that?

Participant outcomes – new connections

7. What was it like going through the CAPE experience as a group? What support or value did you get from each other?

You and your local community

To finish we'd like to ask about how you feel after your experience with CAPE…

8. How would you say your CAPE experience has influenced how you feel about Australian society? [Explore responses]

   Prompt for:

   a. Feeling a sense of belonging
   b. Understanding social and cultural issues
   c. Ability to speak up about issues important to you
   d. Ability to influence change

Thanks and close

EVALUATION OF THE COMPACT PROGRAM

DISCUSSION GUIDE

INTERVIEWS – MNSW STAFF

Introduction

Thank for taking the time to speak with us today.

As you know, Urbis has been engaged by the NSW Department of Premier and Cabinet (DPC) to undertake an evaluation of the COMPACT Program as a whole.

The purpose of this interview is to gain your perspectives on the COMPACT program, both from a design/implementation perspective, and to understand to what extent COMPACT has achieved its intended outcomes.

We've booked in for an hour for this interview, but it may not take the full hour.

Do you have any questions before we begin?

Is it ok with you if I record?

<Confirm name/s of stakeholder/s and consent to record ON TAPE>

Questions

About you

1. Before we start can you please tell me about your role/s at MNSW?

Program design

We'd first like to ask you a few questions about program design…

2. Can you tell me how the COMPACT program was developed?
3. What information and processes were most influential in determining the design? (Prompt: evidence base via Macquarie University report and other evidence)
4. On what basis were funded projects selected?
5. What program management and administration infrastructure has been put in place to support the projects?

Program management

And in terms of program management on the ground…

6. To what extent has program management and administration progressed as planned?
7. What's gone well and what's been more challenging?
8. What factors have helped or hindered program management and administration? (Prompt: funding, governance arrangements, partnership approach)
9. How have any challenges been addressed?
10. Is there anything you would do differently next time?

Project delivery and outcomes

Now we'd like to talk with you about the delivery of individual projects…

11. To what extent have individual projects been implemented as planned?
12. What projects are going well? Which ones (if any) are struggling? Why is that?
13. To what extent have projects met enrolment and participation targets?
14. What factors have helped or hindered effective project delivery? (Prompt: funding, staffing, project management, project partnerships)
15. To what extent are project-level partnerships working well towards the achievement of project goals? What factors have helped or hindered these partnerships?
16. What project-level outcomes are you seeing that you think look promising for the future? Which types of projects so you think should be invested in further?

Program partnerships

Thinking about some of the program-level partnerships in place (e.g. NSW Department of Premier and Cabinet) …

17. How satisfied are you with program partnership arrangements? Why is that?
18. How have partnerships supported you and the projects?
19. What factors have helped or hindered relationship-building?
20. To what extent have program partnerships impacted on program delivery?

The COMPACT Alliance

And now thinking about the COMPACT Alliance…

21. How well is the Alliance working to achieve COMPACT outcomes? What's going well and what's not going so well?
    a. How has this influenced project delivery? Has it created any new opportunities?
    b. How has this influenced community-cohesion-building going forward? [Prompt for: establishment of a stronger, effective and sustainable network]
    c. Have there been any unintended outcomes (positive or negative)?
22. What other factors have helped or hindered the functioning and effectiveness of the Alliance?

Evaluation

In terms of evaluation…

23. How satisfied are you with the evaluation activity being undertaken by individual projects? What factors have helped or hindered good evaluation at the project level? (Prompt: influence of program-level evaluation architecture)
24. How have project-level outcomes been reported?
25. How helpful has reporting been for you in supporting future programs and decision making? How helpful has reporting been for other stakeholders? What (if anything) would you change about reporting to make it more useful?
26. What ideas do you have about how the evidence could be strengthened in the future?

27. To what extent are projects' learnings and achievements being shared across the Alliance and beyond? What impact has this had? What factors have helped or hindered this information sharing?
28. How have program level outcomes been shared? What impact has this had?

Wrap up

And finally…

29. Is there anything you would do differently next time? If so, how would this contribute to greater outcomes?
30. Do you have any further comments about the COMPACT Program before we close?

Thanks and close

EVALUATION OF THE COMPACT PROGRAM

DISCUSSION GUIDE

INTERVIEWS – OTHER STAKEHOLDERS (PROJECT STAFF, FAMILIES, TEACHERS)

Introduction

Thank for taking the time to speak with us today.

Urbis has been asked by the NSW Department of Premier and Cabinet (DPC) to review the COMPACT Program, which includes [insert project name].

The purpose of this interview is to help us understand whether, and to what extent, the Program has had an impact on the young people it has reached.

We've booked in for an hour for this interview, but it may not take the full hour.

Do you have any questions before we begin?

Is it ok with you if I record?

<Confirm name of stakeholder and consent to record ON TAPE>

Questions

Scene setting

For project staff

- Before we start can you please tell me how you've been involved with [insert project name]?
- What does the project involve?
- How engaged would you say participants were? Why do you think that was?

For teachers

- Before we start can you please tell me how you've been involved with [insert project name]?
- How much do you know about [insert project name]?
- Do your students ever talk to you about it?

  Prompt for:

  - What do they say?
  - What do you think they liked (or didn't like) about [insert project name]?
- How did they get involved in the first place and how long have they been involved?
- How engaged would you say they were in [insert project name]? Why do you think that was?

For families

- Can you tell me what type of project your [son/daughter/other family member] have been involved in?
- How much do you know about [insert project name]?

- Do they ever talk to you about it?

  Prompt for:

  - What do they say?
  - What do you think they liked (or didn't like) about [insert project name]?
- How did they get involved in the first place and how long have they been involved?
- How engaged would you say they were in [insert project name]? Why do you think that was?

Participant outcomes

1. Are you able to comment on what [your participants / your students / your son/daughter]'s experience of [insert project name] was?
   a. What were the best elements?
   b. What elements went less well?
   c. What did they get out of it?
2. Have you noticed any change at all since [your participants / your students / your son/daughter] have been involved in/completed [insert project name]? If yes, what has changed? Can you give me an example?

   Prompt for:

   a. Change in attitudes – examples
   b. Exposure to different values and perspectives – examples
   c. Ability to question and discuss a range of ideas – examples
   d. Any new life skills – examples
   e. Leadership skills and confidence – examples
   f. Perceptions of Australian society, their local community – examples
   g. Hope for the future (e.g. education, training and employment opportunities) – examples
3. What (if anything) have these changes led to? What do you think might have influenced any changes you have observed?
4. Have you noticed whether they have met any new people or made any new connections since being involved in [insert project name]? If so, has this impacted [your participants / your students / your son/daughter] in any way? How so?

Wrap up

5. [for teachers/families only] Would you recommend this program to other teachers/parents? Why is that?
6. Is there anything else about [insert project name] you'd like to comment on before we close?

Thanks and close

EVALUATION OF THE COMPACT PROGRAM

DISCUSSION GUIDE

INTERVIEWS – PROJECT LEADS

Introduction

Thank for taking the time to speak with us today.

As you know, Urbis has been engaged by the NSW Department of Premier and Cabinet (DPC) to undertake an evaluation of the COMPACT Program as a whole.

The purpose of this interview is to gain your perspectives on the COMPACT program, to understand to what extent COMPACT has achieved its intended outcomes.

We've booked in for an hour for this interview, but it may not take the full hour.

Do you have any questions before we begin?

Is it ok with you if I record?

<Confirm name of stakeholder and consent to record ON TAPE>

Questions

About you and your project

1. Before we start can you please tell me about your role/s at [insert organisation name]?
2. Can you give me a brief overview of your project?

Project delivery and outcomes

We'd first like to ask a few questions about project delivery…

3. Two years down the track what are you most proud of? What have been the most significant achievements and outcomes?
4. Thinking specifically about project participants, what changes have you observed?
    a. In the short term, what's different? [Prompt for: how they feel, the skills they've acquired, what they've learned and their social interactions]
    b. And in the medium to long term, have you been able to observe any enduring changes?
    c. What do you attribute these changes to?
    d. What evidence/examples can you provide?
5. To what extent has your project met its enrolment and participation targets?
6. To what extent has your project been implemented as planned? What (if anything) have you changed about your model or approach? Why is that?
7. What factors have helped or hindered delivery of your project? (Prompt: project management, partnerships)
8. How have any challenges been addressed?

Positive narratives

And now thinking about your work in creating positive narratives…

9. How have you trained project staff to create and share positive narratives?
10. What resources have you created to support positive narratives and how have these been shared? With who?
11. **[for All Together Now only]** What impact have these activities had in countering extremist narratives?
12. What factors have helped or hindered these activities?

Project partnerships

In terms of partnerships…

13. What other organisations have been involved in the delivery of your project?
14. How well have these worked? What factors have helped or hindered?
15. How have these partnerships influenced the development and delivery of your project?

COMPACT Alliance

And now thinking about the COMPACT Alliance…

16. What has been your experience of the Alliance? Has it functioned as you expected? What's going well and what's not going so well? (Prompt: new or strengthened relationships with other project partners)
    a. How has this influenced project delivery? Has it created any new opportunities?
    b. How has this influenced community-cohesion-building going forward? [Prompt for: establishment of a stronger, effective and sustainable network]
    c. Have there been any unintended outcomes (positive or negative)?
17. What other factors have helped or hindered the functioning and effectiveness of the Alliance?

Evaluation

In terms of evaluation…

18. How have you measured and reported on outcomes for your project?
19. What factors have helped or hindered data collection? (Prompt: program-level evaluation architecture)
20. What are the key learnings from your evaluation about your project's approach to community resilience?
21. To what extent are projects' learnings being shared across the Alliance and beyond? What difference has this made to your organisation and others? What factors have helped or hindered this information sharing?
22. What ideas do you have about how the learnings from projects can be shared and used to develop or influence future initiatives?

Wrap up

23. Do you have any further comments about the COMPACT Program before we close?

Thanks and close

EVALUATION OF THE COMPACT PROGRAM

DISCUSSION GUIDE

SUMMIT FOCUS GROUP – PROJECT LEADS & PARTNERS

Introduction

As you know, Urbis has been engaged by the NSW Department of Premier and Cabinet (DPC) to undertake an evaluation of the COMPACT Program as a whole.

Thank for all your help to date with the COMPACT evaluation - your help is invaluable and critical to securing a good outcome.

The purpose of this session today is to reflect on the Alliance as a core part of the COMPACT program, to understand what the Alliance achieved for your organisation, participants and the community more broadly.

We've split the projects into two/three groups to make sure we get to hear from everyone and have one and three-quarter hours together.

Do you have any questions before we begin?

Is it ok with everyone if I record?

<Confirm name of stakeholder and consent to record ON TAPE>

Questions

About you and your project (15 mins)

1. Before we start can you please just remind me of your project/agency, your project partners (if relevant), your role/s?
2. Can I get a sense from each project/agency of the extent to which you've been involved in the Alliance over the past two years (how regularly attended meetings, Summits, training opportunities, any other involvement)?
3. Before we move on, I'd like you to talk amongst yourselves in your projects/agencies (talking with partners if multiple partners present), and write down what you consider to be the strongest achievement of the COMPACT Alliance to date? What has created the biggest impact in building community resilience as a result of the group? (We'll come back to these in the discussion…)

Alliance activities (45 mins)

Before we come back to achievements, we'd like to ask a few questions about the activities of the Alliance…

4. What is your understanding of the COMPACT Alliance's objectives? Probe: how will the network support community resilience building specifically? To what extent is the Alliance a resilience building entity unto itself, adding value beyond the work of the projects?
5. Who has generally attended COMPACT Alliance meetings from your project/agency? Why is that?
6. What's been your experience of the COMPACT Alliance meetings/training etc? Has it been a useful element of the COMPACT program? Why is that?

7. Please take a few minutes to talk with your neighbour from a different project/agency, I'd like you to share what have been most/least useful elements of the Alliance from your perspective and why? (Partnerships to present back quickly, Urbis to probe for: sharing knowledge and learnings with other projects, social cohesion capacity-building, establishing new partnerships, building strong community networks)

Alliance outcomes (45 mins)

8. Time to come back to your earlier reflections on achievements, can each project please share what they came up with? (Urbis to summarise key achievements, and probe for more detail as required (see below), ensure hear specifically from other government stakeholders as to the value of the Alliance from their perspective).
9. To what extent have you shared knowledge and learnings with each other as a result of the COMPACT Alliance? Please provide specific examples. (Probe for: resources, networks, changes to program design or delivery)
    a. What have been the impacts for your organisation/s? Project participants? The wider community?
    b. What has helped and hindered this sharing?
10. To what extent have you established or deepened relationships with each other as a result of the COMPACT Alliance? Please provide specific examples of what opportunities have emerged as a result of these relationships. (Probe for: new projects / partnerships within or outside of COMPACT related to building social cohesion)
    a. What have been the impacts for your organisation/s? Project participants? The wider community?
    b. What has helped and hindered this network building?
    c. Do you expect these relationships will be sustainable outside of COMPACT? Why is that?
11. Has the Alliance improved your capacity to build or maintain social cohesion? Please provide specific examples.
    a. What has helped and hindered this capacity building?
12. Have there been any unintended outcomes (positive or negative) of the Alliance?
13. What other factors have helped or hindered the functioning and effectiveness of the Alliance?
14. Thinking back to the objectives of the Alliance discussed earlier, would an expanded Alliance (ie. new members, new projects) help reach these objectives? If so, who is missing? How would they contribute?

Wrap up

15. Do you have any further comments about the COMPACT Alliance before we close?

Thanks and close

EVALUATION OF THE COMPACT PROGRAM

PARTICIPANT POST-SURVEY

Introduction

We want to hear about your experience taking part in **[insert project name]**!

This **short survey** should take about 5 minutes to complete, and to thank you for your time you will receive a **$25 voucher** for **[insert voucher type]**.

Participation in this research is voluntary, so please feel free to skip any questions you prefer not to answer. Your responses will be kept confidential.

If you have any questions, please contact Sidonie Roberts on (02) 8233 9962 or sroberts@urbis.com.au.

This research is being conducted by Urbis, an independent research company, on behalf of the NSW Department of Premier and Cabinet.

By clicking 'next' you consent to taking part in this research.

Part A – [Insert project name]

We are interested to hear about your experiences taking part in [insert project name].

A1.	**To what extent do you agree with the following statements?**						
	Single response Required	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Unsure
A1.1	During [insert project name] I could discuss issues that matter to me without being judged	1	2	3	4	5	99
A1.2	I have learnt about different perspectives as a result of [insert project name]	1	2	3	4	5	99
A1.3	I have learnt about different ways of life as a result of [insert project name]	1	2	3	4	5	99
A1.4	I am more confident as a leader among other young people as a result of [insert project name]	1	2	3	4	5	99
A1.5	I met new people during [insert project name]	1	2	3	4	5	99

[If A1.5 = 4 or 5]

A1.6	I believe I will still be in contact with some of these people in 12 months' time	1	2	3	4	5	99

A2.	**To what extent do you agree with the following statements?** **Since taking part in [insert project name]…**						
	Single response **Required**	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Unsure
A2.1	I now feel more confident in my ability to speak up about issues that matter to me among friends and family	1	2	3	4	5	99
A2.2	I now have a greater appreciation for different perspectives and ways of life	1	2	3	4	5	99
A2.3	I now feel greater pride in my local community	1	2	3	4	5	99
A2.4	I now feel I can contribute to my local community in some way	1	2	3	4	5	99
A2.5	I now know more about education, training and work opportunities available to me now and in the future	1	2	3	4	5	99

A3.	**What three words would you use to describe [insert project name]?**	**Open response** **Required**
	✍	
	I'd prefer not to say	99

A4.	**How has [insert project name] changed how you feel about your life today?**	**Open response** **Required**
	✍	
	I'd prefer not to say	99

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Part B – About You

And finally, just a few questions about you…

Please note your responses will not be used to identify you

B1.	Which is your gender?	Single response Required
	Female	1
	Male	2
	Other ✍ [optional write in]	3
	I'd prefer not to say	99

B2.	How old are you?	Open response Required
	✍	
	I'd prefer not to say	99

B3.	Do you speak a language other than English at home?	Single response Required
	Yes – I speak a language other than English at home	1
	No – I only speak English at home	2
	I'd prefer not to say	99

If B3 = 1

B4.	Which of the following languages do you speak at home? (you may select more than one)	Single response Required
	Arabic	1
	Assyrian/Aramaic	2
	Cantonese	3
	Dari/Farsi/Persian	4
	Filipino/Tagalog	5
	Greek	6
	Hindi	7
	Italian	8
	Korean	9
	Mandarin	10

	Spanish	11
	Vietnamese	12
	✍ Other (please specify) **[write in required]**	
	I'd prefer not to say	99

B5.	**Are you of Aboriginal and/or Torres Strait Islander origin?**	**Single response** **Required**
	No	1
	Yes – Aboriginal	2
	Yes – Torres Strait Islander	3
	Yes – both Aboriginal and Torres Strait Islander	4
	I'd prefer not to say	99

B6.	**What is the postcode where you live?**	**Open response** **Required**
	✍	
	I'd prefer not to say	99

Part C – Voucher

C1.	**Please confirm you would like to receive a $25 voucher for [insert voucher type] to thank you for your time.**	**Single response** **Required**
	Yes – I would like to receive a voucher	1
	No – I would not like to receive a voucher	2

If C1 = 1

C2.	**Please enter your contact details below so we can send you the voucher:** **Please note your details will be kept confidential and we will only contact you in relation to the voucher.** **If you do not provide these details, we will not be able to send you a voucher.**		**Open response** **Required**
C2.1	First name	✍	
C2.2	Last name	✍	
C2.3	Street address	✍	
C2.4	Suburb	✍	
C2.5	Postcode	✍	
C2.6	State	✍	
C2.7	Email address	✍	
C2.8	Contact phone number	✍	

Thank you

Thank you for taking the time to complete this survey. Your feedback will help to improve the experience of participants in future.

EVALUATION OF THE COMPACT PROGRAM

SENTIMENT ANALYSIS – SURVEY MEASURES 1 AND 2

Introduction [Survey measure 1]

$25 for 5 minutes of your time!

Urbis, an independent research company, is undertaking some research with people who are signed up to take part in **[insert project name].**

We are inviting you to complete a **short survey** which will ask you a series of questions about how you feel in your local community. We ask that you answer questions honestly – there are no right or wrong answers and your responses will be kept confidential.

The survey will take **5 minutes** to complete, and to thank you for your time you will receive a **$25 voucher** for **[insert voucher type]**. There will be an opportunity to complete a second survey in a few weeks' time, for which you can receive an additional $25 voucher. Just add your details at the end of today's survey.

Participation in this research is voluntary, so please feel free to skip any questions you prefer not to answer.

If you have any questions, please feel free to contact Sidonie Roberts on (02) 8233 9962 or sroberts@urbis.com.au.

This research is being undertaken by Urbis on behalf of the NSW Department of Premier and Cabinet.

By clicking 'next' you consent to taking part in this research.

Introduction [Survey measure 2]

$25 for 5 minutes of your time!

You may remember completing a survey a few weeks ago, at the start of **[insert project name]**. We're inviting you to complete a second survey, which will ask you a similar set of questions about how you feel in your local community.

To thank you for your time you will receive an additional **$25 voucher** for **[insert voucher type]**.

Participation in this research is voluntary, so please feel free to skip any questions you prefer not to answer.

Please be assured your responses will be kept confidential.

If you have any questions, please feel free to contact Sidonie Roberts on (02) 8233 9962 or sroberts@urbis.com.au.

This research is being undertaken by Urbis, an independent research company, on behalf of the NSW Department of Premier and Cabinet.

By clicking 'next' you consent to taking part in this research.

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Part A – Survey Questions [measures 1 and 2]

A1.	**Imagine a ladder with steps numbered from zero at the bottom to ten at the top. The top of the ladder represents the best possible life for you and the bottom of the ladder represents the worst possible life for you.**											**Single response Required**	
A1.1	On which step of the ladder would you say you personally feel you stand at this time?	0	1	2	3	4	5	6	7	8	9	10	I'd prefer not to say
A1.2	On which step do you think you will stand about five years from now?	0	1	2	3	4	5	6	7	8	9	10	I'd prefer not to say

A2.	**To what extent do you agree with the following statements?**						
	Single response Required	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Unsure
A2.1	I feel proud of the Australian way of life and culture	1	2	3	4	5	99
A2.2	I feel I belong in Australia	1	2	3	4	5	99
A2.3	My local area is a place where people from different national or ethnic backgrounds get on well together	1	2	3	4	5	99
A2.4	The mix of different national or ethnic backgrounds improves local life	1	2	3	4	5	99
A2.5	I am able to have a say among family and friends on important issues all or most of the time	1	2	3	4	5	99
A2.6	I am able to have a say within my community on important issues all or most of the time	1	2	3	4	5	99
A2.7	I am able to get involved in my local community if I want to	1	2	3	4	5	99
A2.8	There are education and training opportunities available to me now and in the future	1	2	3	4	5	99
A2.9	There are work opportunities available to me now and in the future	1	2	3	4	5	99

A2.10	I have the potential to positively influence my own future	1	2	3	4	5	99
A2.11	I have the potential to positively influence my community's future	1	2	3	4	5	99

A3.	**Please indicate which of the following you have done over the past 6 months:** **(Please select as many as you like)**	**Multi response Required**
	I have signed a petition (including online petitions)	1
	I have created, liked or shared content on social media related to my local community or an issue important to me	2
	I have written or spoken to a teacher, a community or religious leader, or an elected official about my local community or an issue important to me	3
	I have attended a local community event	4
	I have read, watched or listened to news (including online news) on average a few times a week	5
	I have volunteered for an organisation	6
	I'd prefer not to say	99

URBIS

Part B – About You

And finally, just a few questions about you…

Pl4ease note, your responses will not be used to identify you.

B1.	Which is your gender?	Single response Required
	Female	1
	Male	2
	Other ✍ [optional write in]	3
	I'd prefer not to say	99

B2.	How old are you?	Open response Required
	✍	
	I'd prefer not to say	99

B3.	Do you speak a language other than English at home?	Single response Required
	Yes – I speak a language other than English at home	1
	No – I speak English only at home	2
	I'd prefer not to say	99

If B3 = 1

B4.	Which of the following languages do you speak at home? (you may select more than one)	Single response Required
	Arabic	1
	Assyrian/Aramaic	2
	Cantonese	3
	Dari/Farsi/Persian	4
	Filipino/Tagalog	5
	Greek	6
	Hindi	7
	Italian	8
	Korean	9
	Mandarin	10

	Spanish	11
	Vietnamese	12
	✍ Other (please specify) **[write in required]**	
	I'd prefer not to say	99

B5.	**Are you of Aboriginal and/or Torres Strait Islander origin?**	**Single response** **Required**
	No	1
	Yes – Aboriginal	2
	Yes – Torres Strait Islander	3
	Yes – both Aboriginal and Torres Strait Islander	4
	I'd prefer not to say	99

B6.	**What is the postcode where you live?**	**Open response** **Required**
	✍	
	I'd prefer not to say	99

Part C – Voucher

C1.	**Please confirm you would like to receive a $25 voucher for [insert voucher type] to thank you for your time.**	**Single response** **Required**
	Yes – I would like to receive a voucher	1
	No – I would not like to receive a voucher	2

If C1 = 1

C2.	**Please enter your contact details below so we can send you the voucher:** **(Please note your details will be kept confidential and we will only contact you in relation to the voucher)**		**Open response** **Required**
C2.1	First name	✍	
C2.2	Last name	✍	
C2.3	Street address	✍	
C2.4	Suburb	✍	
C2.5	Postcode	✍	
C2.6	State	✍	

C2.7	Email address	✍	
C2.8	Contact phone number	✍	

Please note, if you do not provide the above details, we will not be able to send you a voucher.

Part D – Sign up for the second survey to receive an additional $25 voucher [Survey measure 1 only]

D1.	**In a few weeks' time, there will be an opportunity to complete a second survey for which you can receive an additional $25 voucher.** **Please indicate your interest in taking part below:**	**Single response** **Required**
	Yes – I would like to take part in a second survey, and am happy to be contacted again	1
	No – I would not like to take part in a second survey	2

[If D1 = 1]

Thank you

Thank you for taking the time to complete this survey.

[paper version] If you indicated you are interested in completing the second survey we will be in touch in a few weeks time.

[online version] We will be in touch in a few weeks to invite you to complete the second survey.

[If D1 = 2]

Thank you

Thank you for taking the time to complete this survey.

APPENDIX F KEY PROJECT DATA

Table 6 – Key project data

Project	Lead organisation	Project partners	MNSW investment	Timeframe	Participants reached	Schools reached
"5 B4 5" Youth Leadership Program	NSW Auburn Islamic Cultural Centre (Auburn Gallipoli Mosque)	▪ Gamarada Indigenous Healing and Life Training ▪ Religion of Peace ▪ Australian Muslim Times	$338,000.00	July 2016 – July 2018	204	N/A
Celebrating Stories of Strength	Bankstown Youth Development Service (BYDS)	▪ Canterbury Bankstown City Council ▪ Bankstown Poetry Slam ▪ Sir Joseph Banks High School ▪ Together for Humanity ▪ Other local partners	$459,550.00	July 2016 – July 2019	198	4
CAPE	All Together Now	▪ Youth Action ▪ Western Sydney University ▪ Macquarie University ▪ Google ▪ Facebook	$750,000.00	July 2016 – July 220	15 volunteers trained 7108 meaningful online engagements	N/A
CREST	PCYC	▪ NSW Police Force Youth Command	$1,132,480.00	July 2016 – December 2018	8422	34
CONNECT UP! - Youth Against Violence and Racism	St George Youth Services	▪ Enough is Enough Anti-violence Movement ▪ Advance Diversity Services ▪ St George Police and Citizens Youth Club	$154,753.00	December 2016 – December 2019	100	N/A
In League In Harmony - Stand Up, Reach Out, Be United	Australian Rugby League Commission (NRL)	▪ Moving Forward Together Association	$600,000.00	August 2016 – August 2020	4078	53
IQRA: Educating Young Australian Muslims	Lebanese Muslim Association (LMA)	▪ Islamic Council of NSW	$750,000.00	December 2016 – December 2020	50 (through consultations)	N/A

Project	Lead organisation	Project partners	MNSW investment	Timeframe	Participants reached	Schools reached
Moving Towards Middle Ground: Informing, Engaging and Evolving Perspectives on Violent Extremism	United Muslim Women's Association	▪ Sheikh Ahmed Abdo, Theologian, Shifa Institute ▪ Dr Clarke Jones, Director of the Australian Intervention Support Hub, ANU ▪ Dr Rosemary Hancock, Sociologist, Lecturer University of Notre Dame ▪ Dr Mehal Krayem, Sociologist, Lecturer University of Technology ▪ Monique Toohey, Psychologist, Cultural Intelligence Advisor	$599,000.00	January 2017 – January 2019	25 (focus groups) 50 (online surveys)	N/A
The Sydney 2020 Youth Challenge	Sydney Youth Connect	▪ Lighthouse Community Support ▪ GWS Giants ▪ Abu Hanifa Institute ▪ Joinery Group ▪ McCabe's Lawyers ▪ Muslim Legal Network Australia	$500,000.00	July 2016 – July 2020	1300	7
Young Humanitarians	Australian Red Cross Society	▪ NSW State Emergency Service ▪ Multicultural Youth Affairs Network ▪ NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors	$750,000.00	July 2016 – July 2019	302	N/A
Youth Led Social Cohesion	High Resolves	None	$750,000.00	July 2016 – July 2019	6000	40
Youth Off the Streets (YOTS) Case Management	Youth Off The Streets	▪ Australian Multicultural Foundation	$750,000.00	July 2016 – July 2019	550	N/A

APPENDIX G RESULTS – PARTICIPANT POST-SURVEY

G.1 SURVEY QUESTIONS

Chart 1 – To what extent do you agree with the following statements?

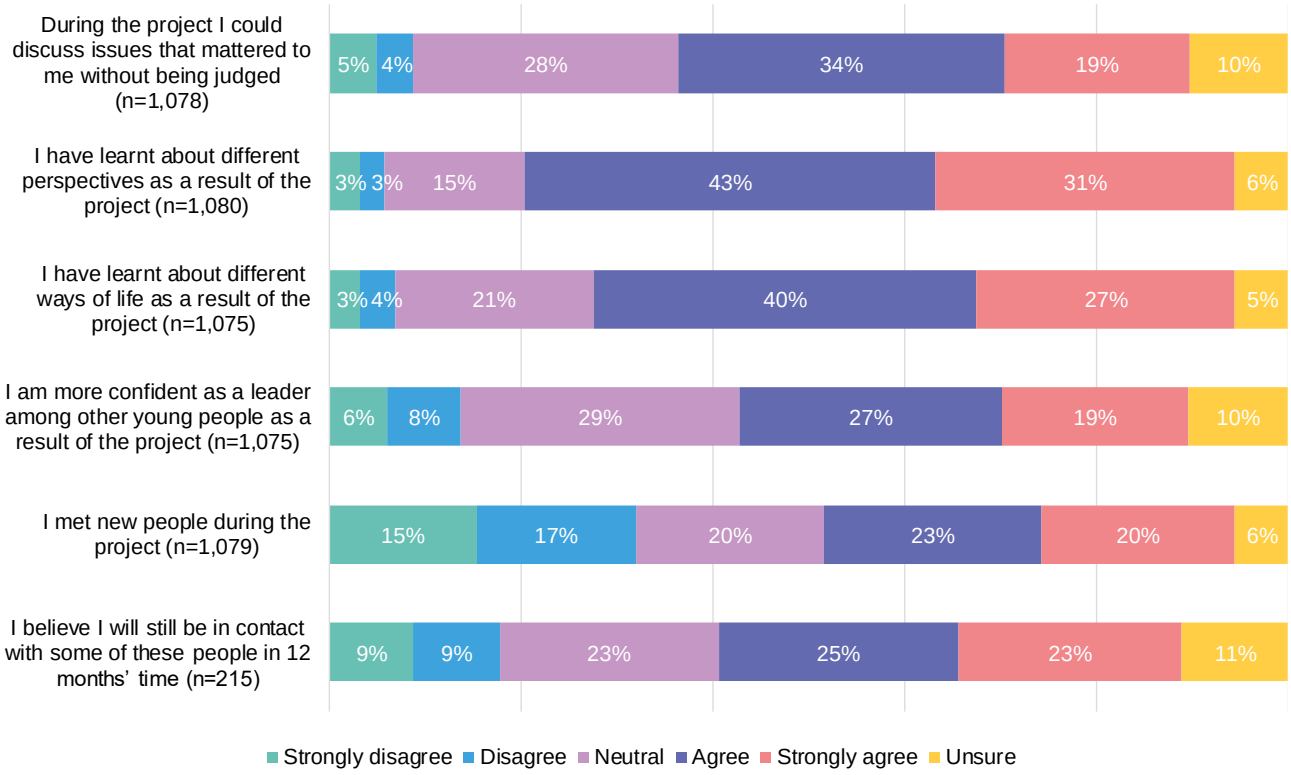
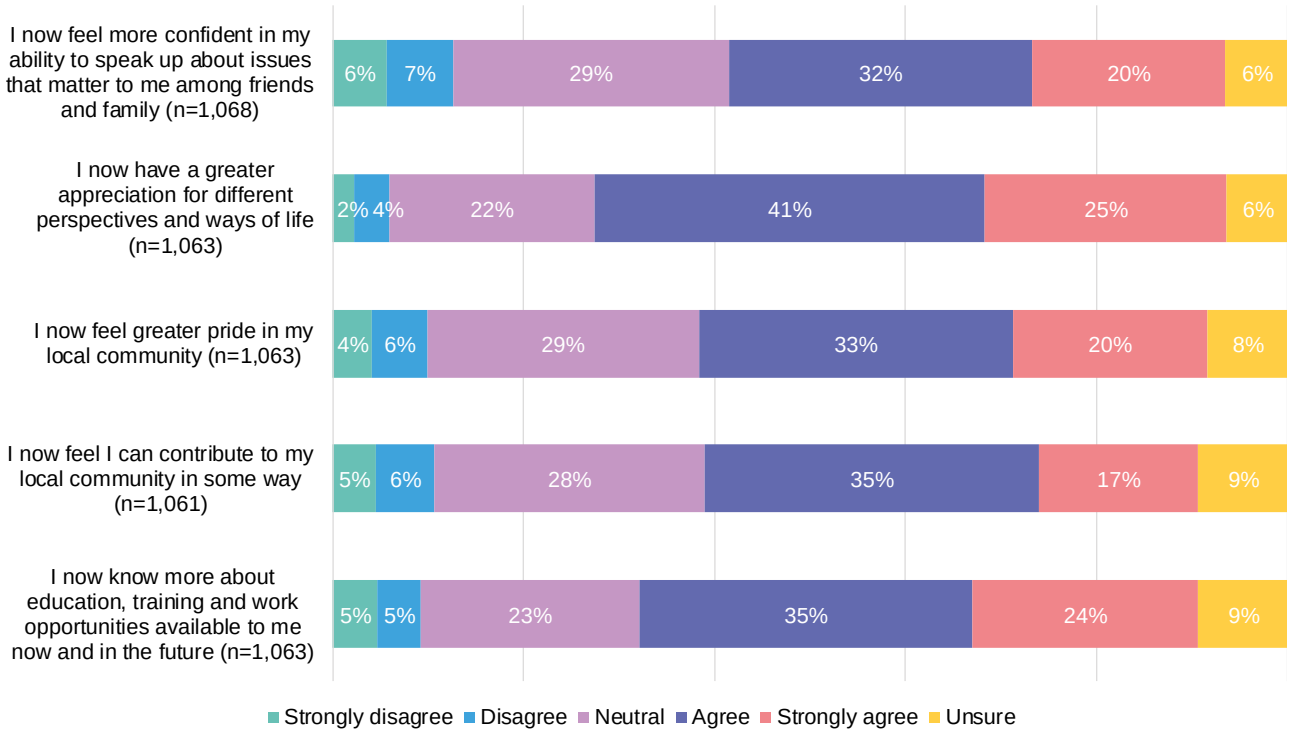
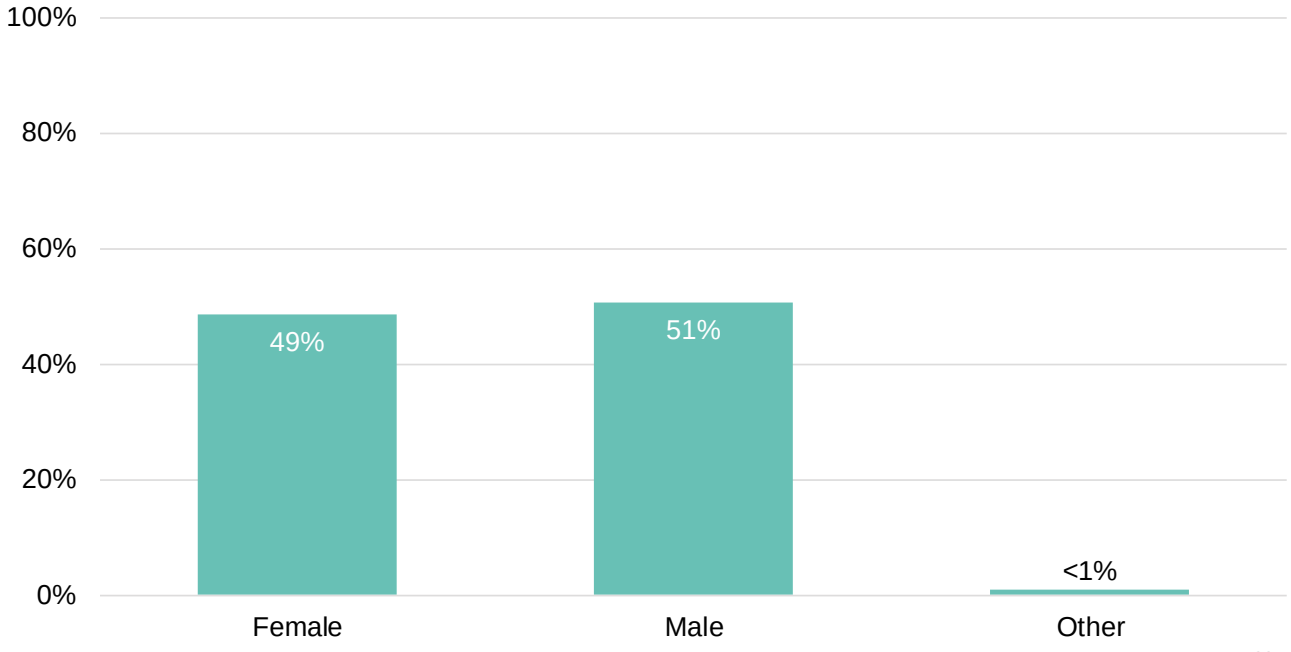


Chart 2 – Since taking part in the project...



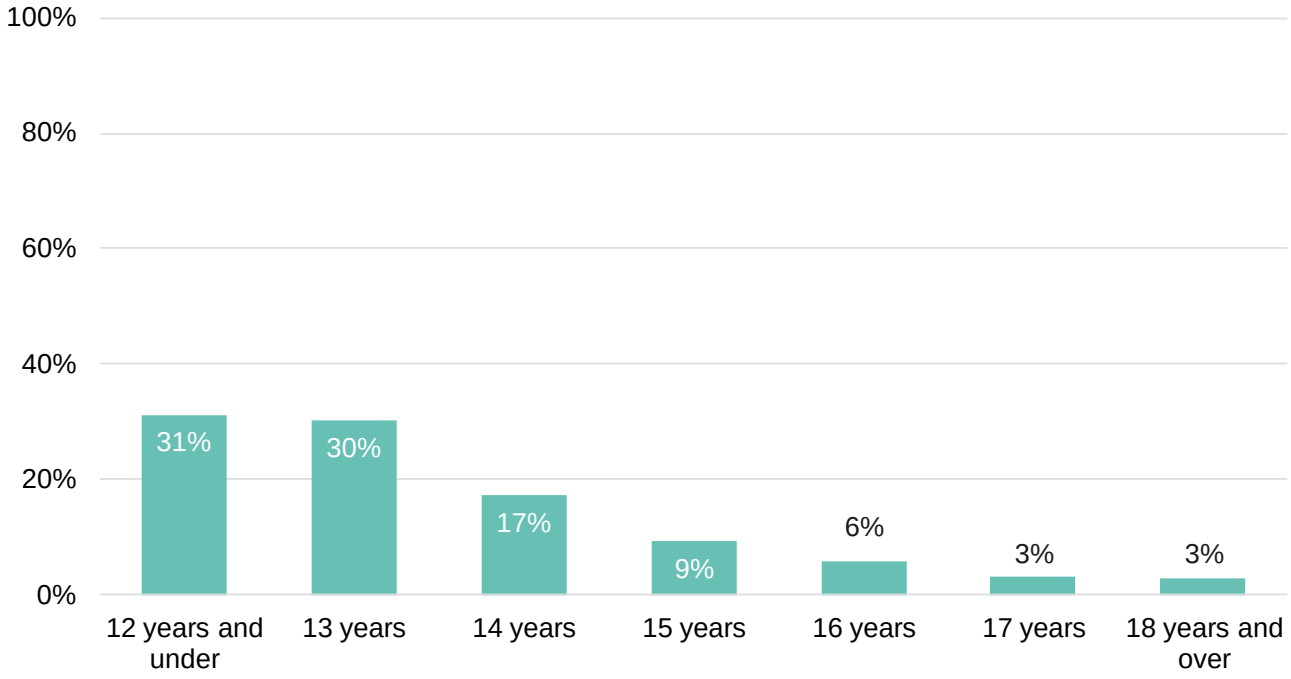
G.2 DEMOGRAPHICS

Chart 3 – Gender



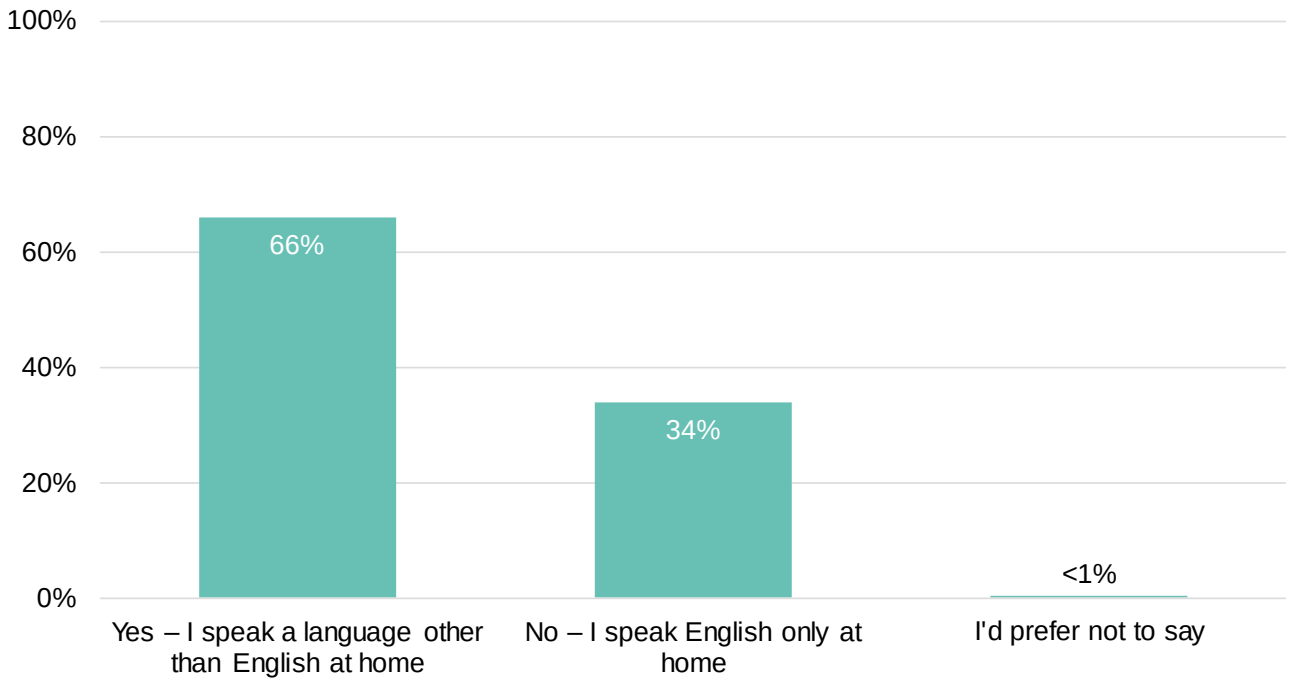
n=1,005

Chart 4 – Age



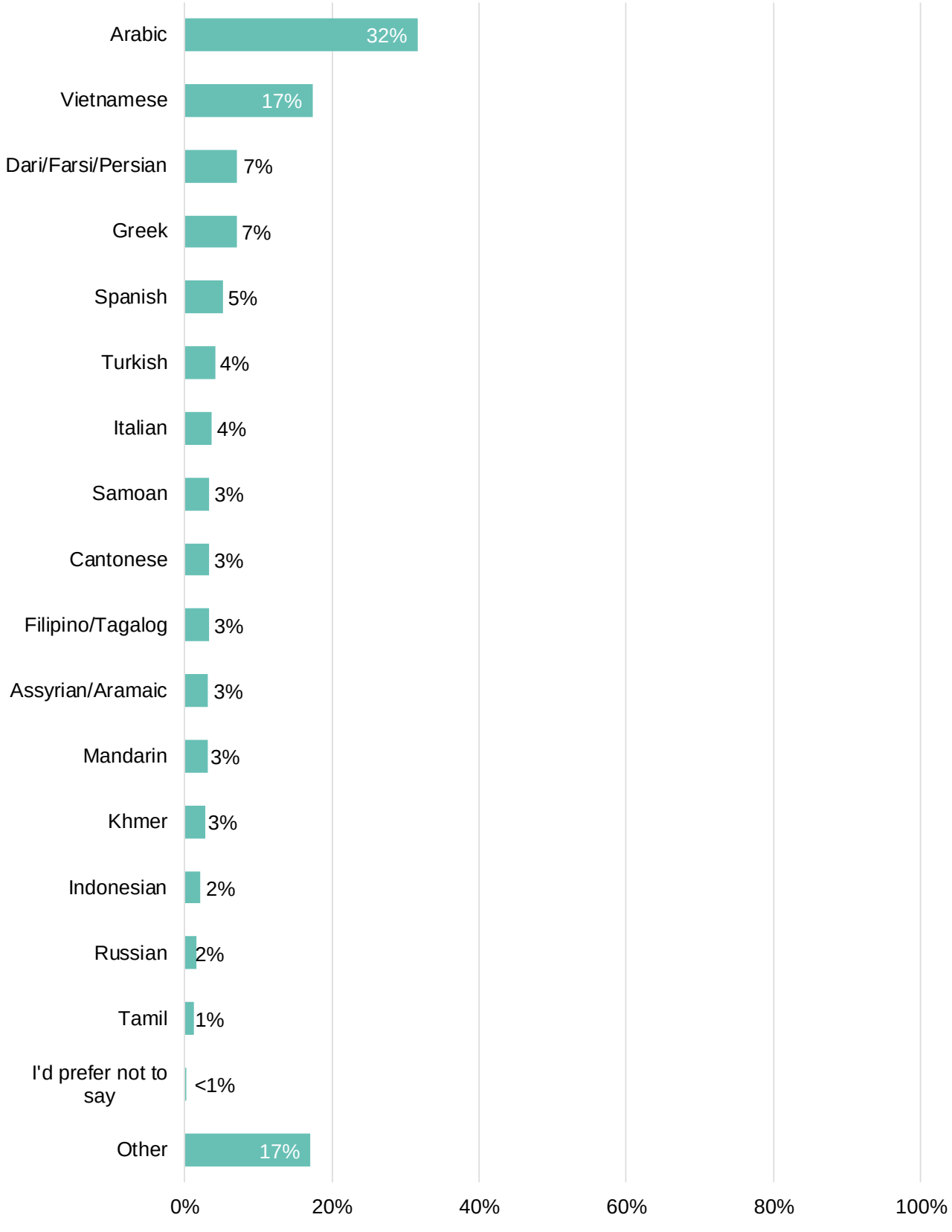
n=1,050

Chart 5 – Culturally and linguistically diverse status



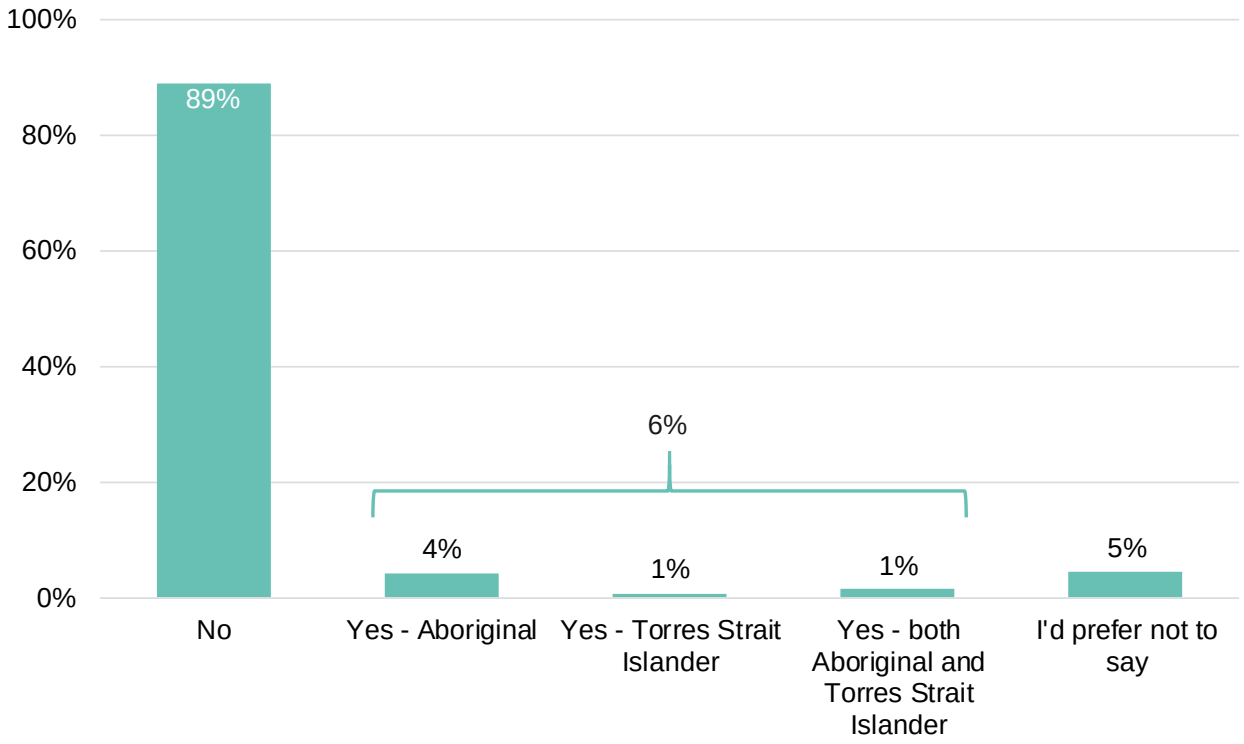
n=1,029

Chart 6– Languages spoken at home



n=708

Chart 7 – Aboriginal and/or Torres Strait Islander status



n=977

APPENDIX H RESULTS – SENTIMENT ANALYSIS

H.1 SURVEY QUESTIONS

Chart 8 – On which step of the ladder would you say you personally feel you stand at this time?
Imagine a ladder with steps numbered from zero at the bottom to ten at the top. The top of the ladder represents the best possible life for you and the bottom of the ladder represents the worst possible life for you.

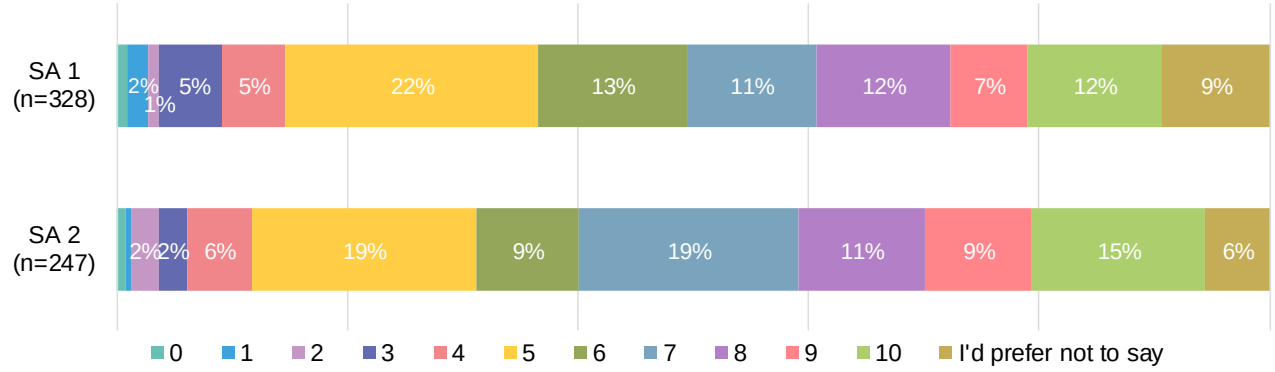


Chart 9 – On which step do you think you will stand about five years from now?
Imagine a ladder with steps numbered from zero at the bottom to ten at the top. The top of the ladder represents the best possible life for you and the bottom of the ladder represents the worst possible life for you.

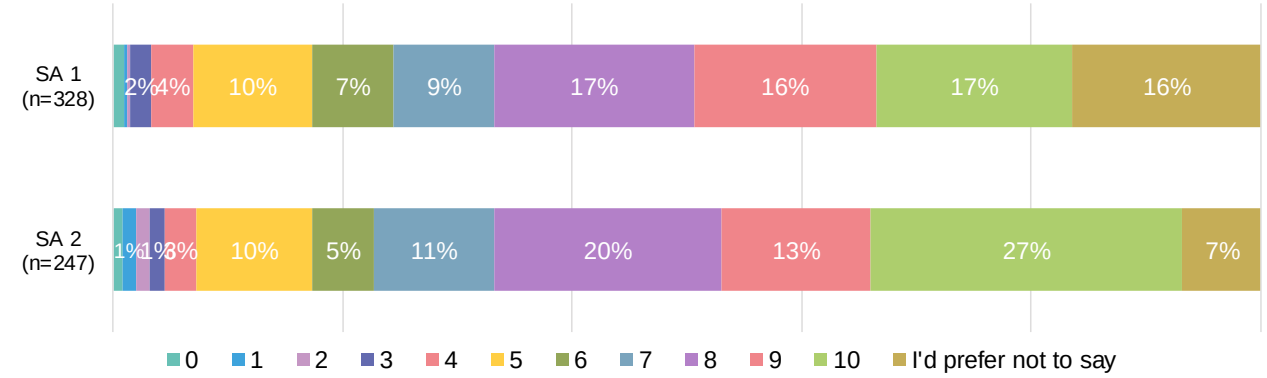
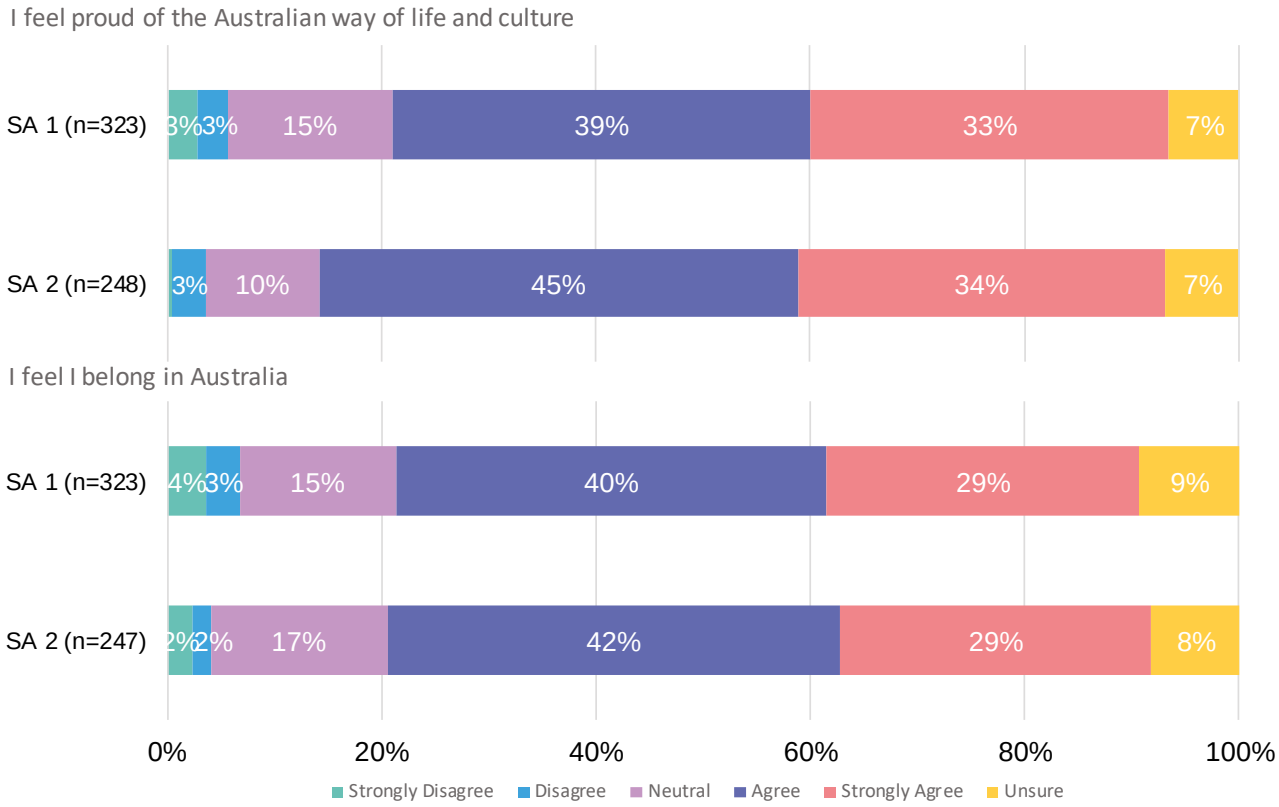
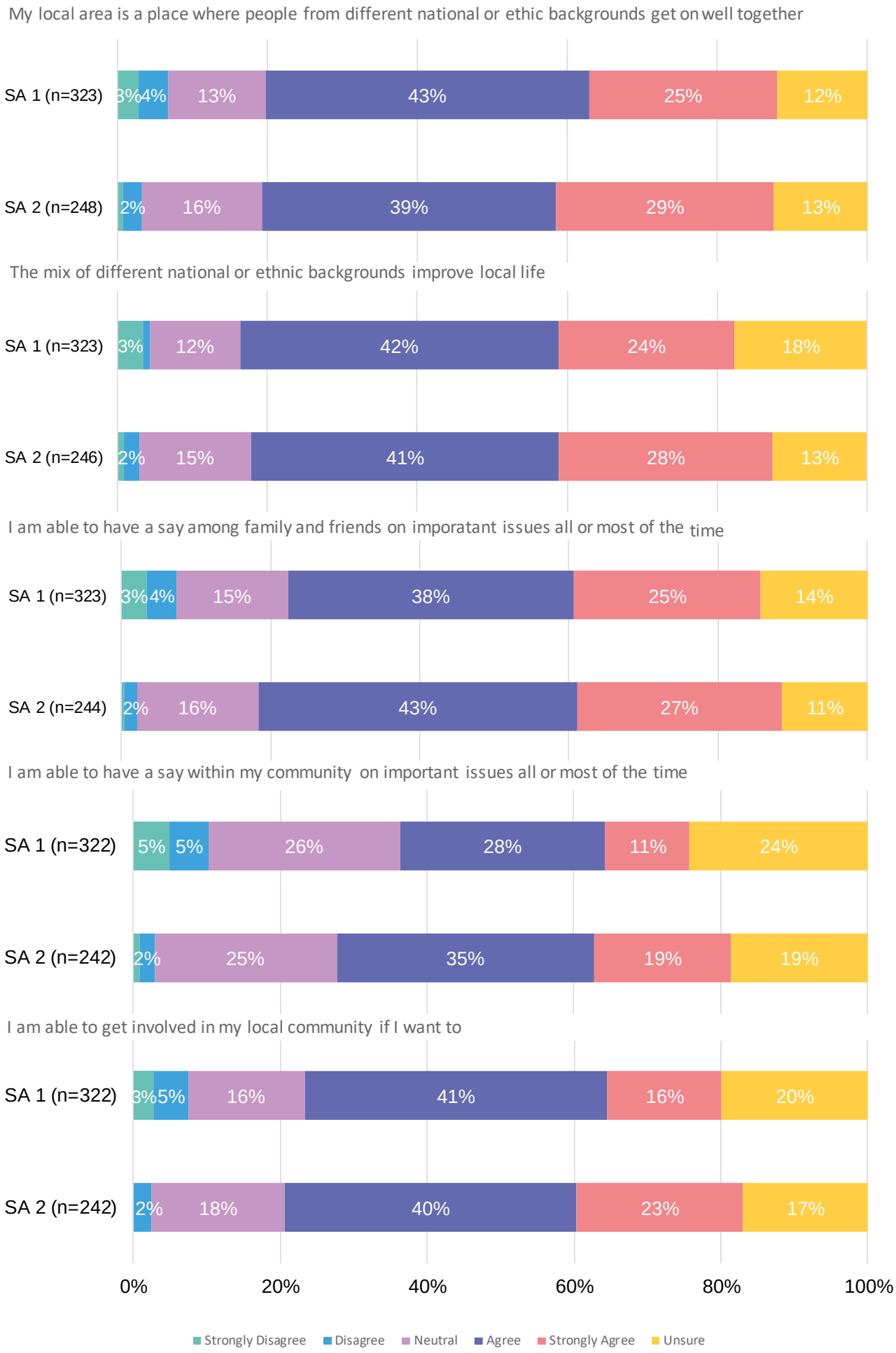


Chart 10 – To what extent do you agree with the following statements




My local area is a place where people from different national or ethic backgrounds get on well together
SA 1 (n=323)
3%
4%
13%
43%
25%
12%
SA 2 (n=248)
2%
16%
39%
29%
13%
The mix of different national or ethnic backgrounds improve local life
SA 1 (n=323)
3%
12%
42%
24%
18%
SA 2 (n=246)
2%
15%
41%
28%
13%
I am able to have a say among family and friends on imporatant issues all or most of the time
SA 1 (n=323)
3%
4%
15%
38%
25%
14%
SA 2 (n=244)
2%
16%
43%
27%
11%
I am able to have a say within my community on important issues all or most of the time
SA 1 (n=322)
5%
5%
26%
28%
11%
24%
SA 2 (n=242)
2%
25%
35%
19%
19%
I am able to get involved in my local community if I want to
SA 1 (n=322)
3%
5%
16%
41%
16%
20%
SA 2 (n=242)
2%
18%
40%
23%
17%
0%
20%
40%
60%
80%
100%
Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree
Unsure

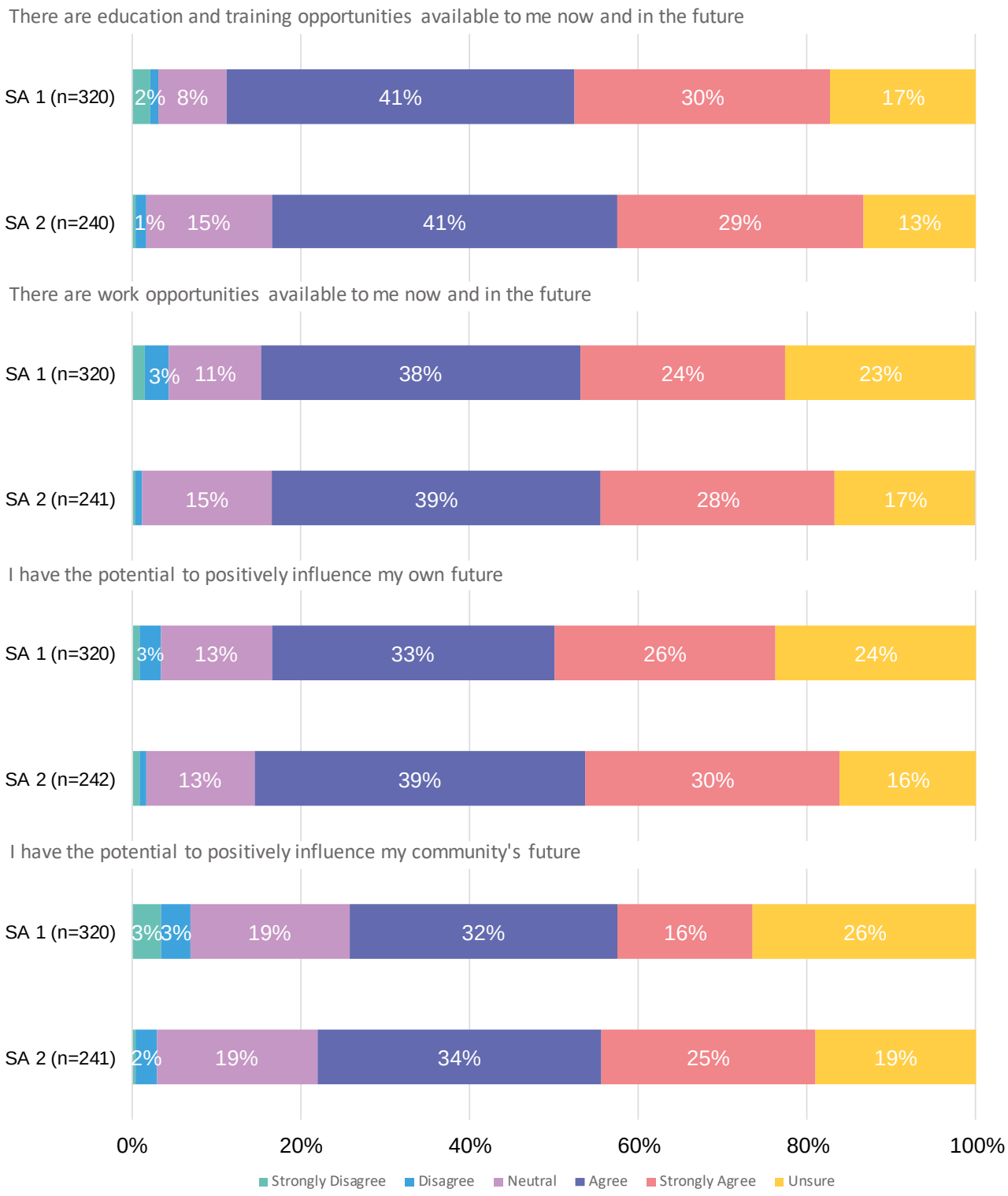
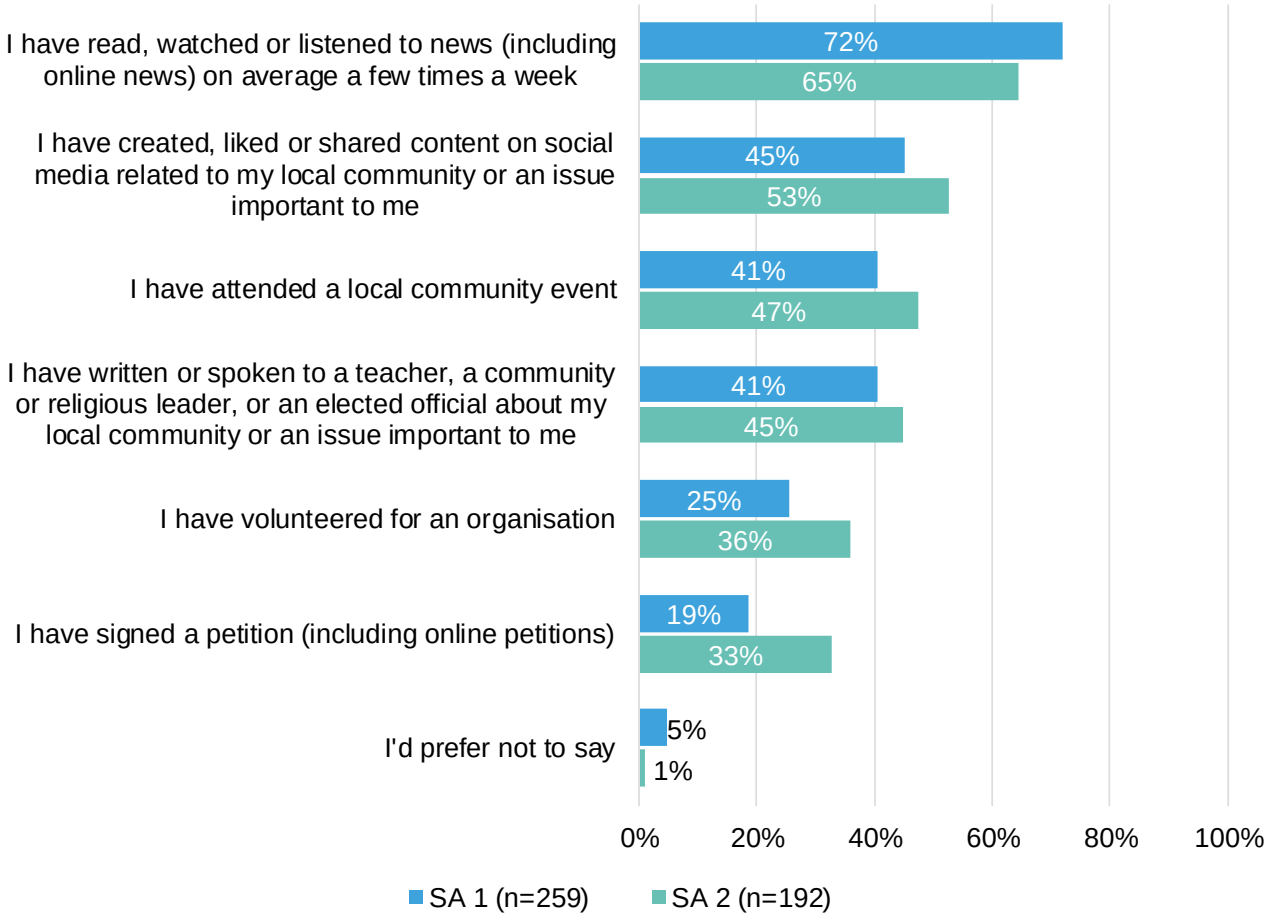
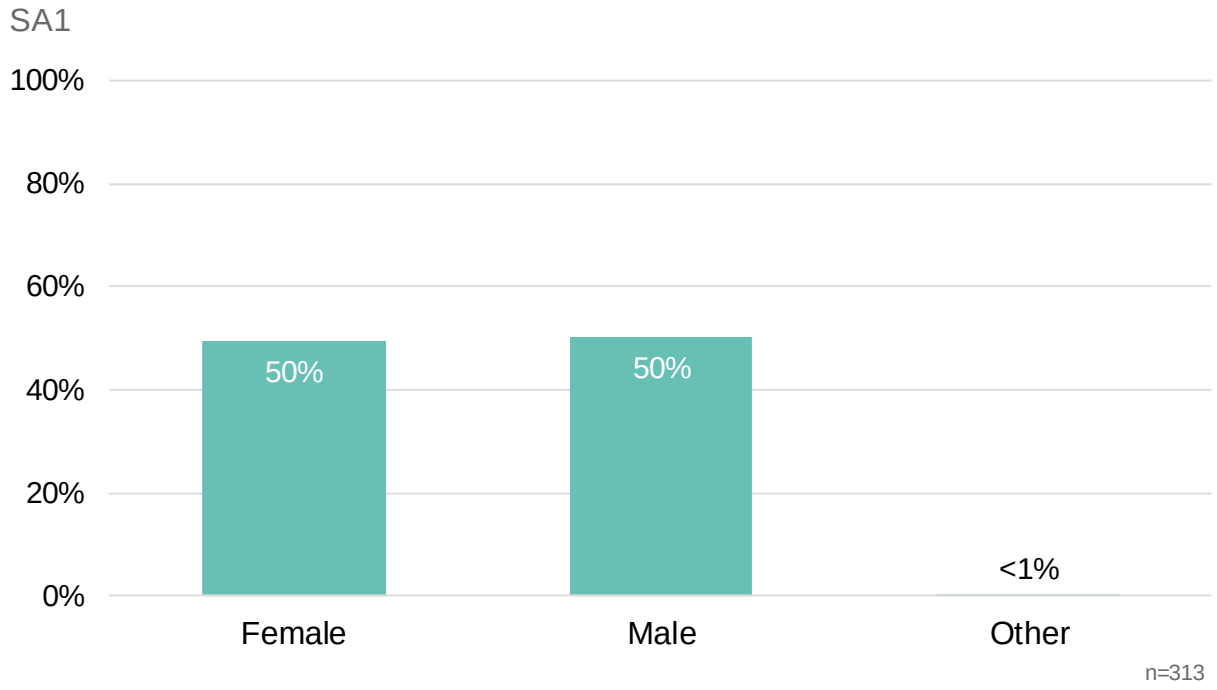

There are education and training opportunities available to me now and in the future
SA 1 (n=320)
2%
8%
41%
30%
17%
SA 2 (n=240)
1%
15%
41%
29%
13%
There are work opportunities available to me now and in the future
SA 1 (n=320)
3%
11%
38%
24%
23%
SA 2 (n=241)
15%
39%
28%
17%
I have the potential to positively influence my own future
SA 1 (n=320)
3%
13%
33%
26%
24%
SA 2 (n=242)
13%
39%
30%
16%
I have the potential to positively influence my community's future
SA 1 (n=320)
3%
3%
19%
32%
16%
26%
SA 2 (n=241)
2%
19%
34%
25%
19%
0%
20%
40%
60%
80%
100%
Strongly Disagree
Disagree
Neutral
Agree
Strongly Agree
Unsure

Chart 11 – Please indicate which of the following you have done over the past 6 months



H.2 DEMOGRAPHICS

Chart 12 – Gender



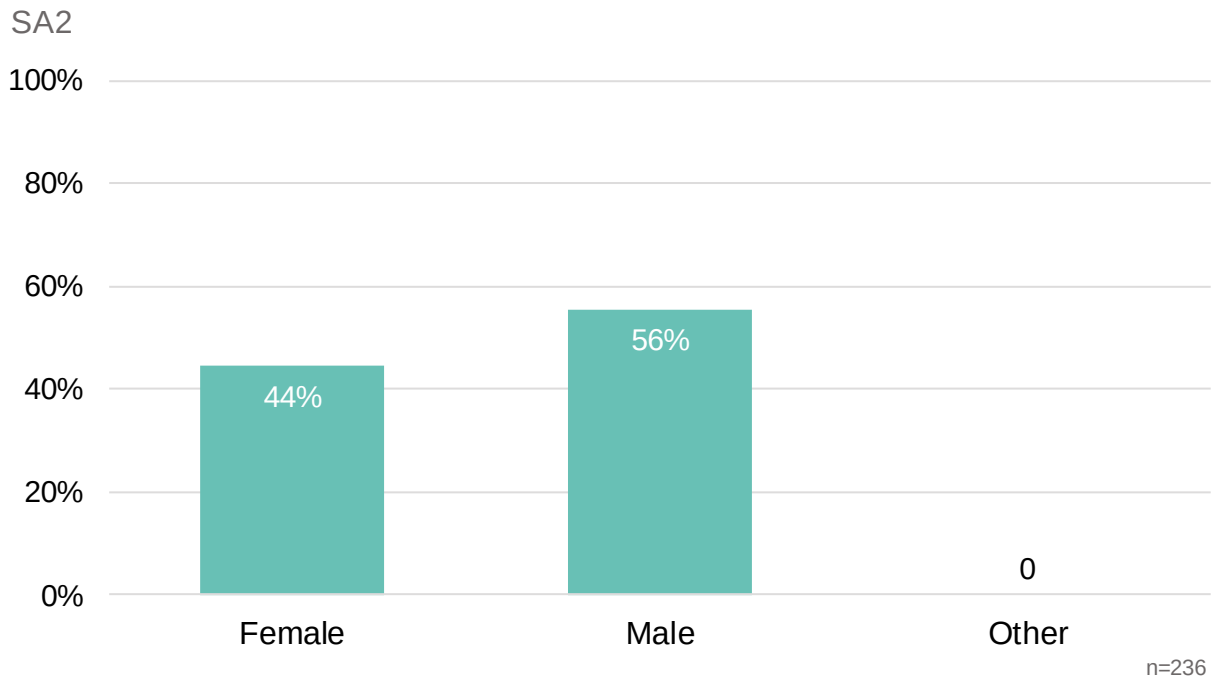
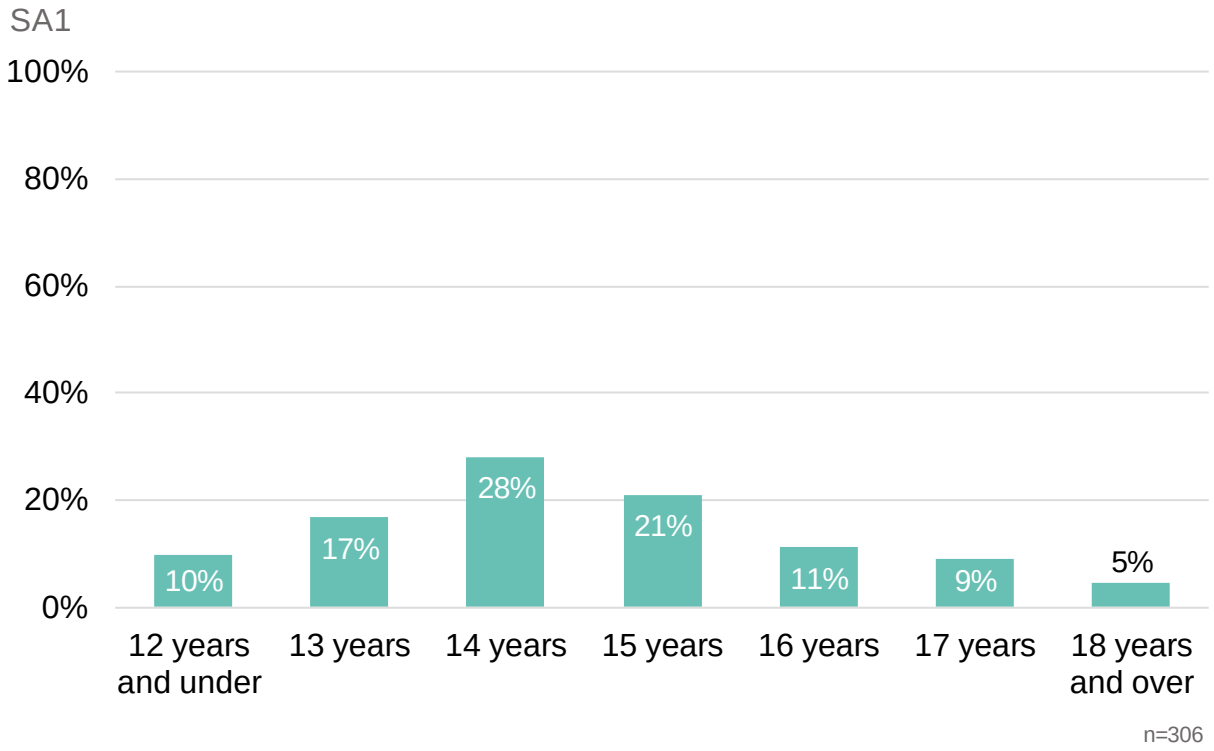


Chart 13 – Age


SA1
100%
80%
60%
40%
20%
0%
10%
17%
28%
21%
11%
9%
5%
12 years and under
13 years
14 years
15 years
16 years
17 years
18 years and over
n=306

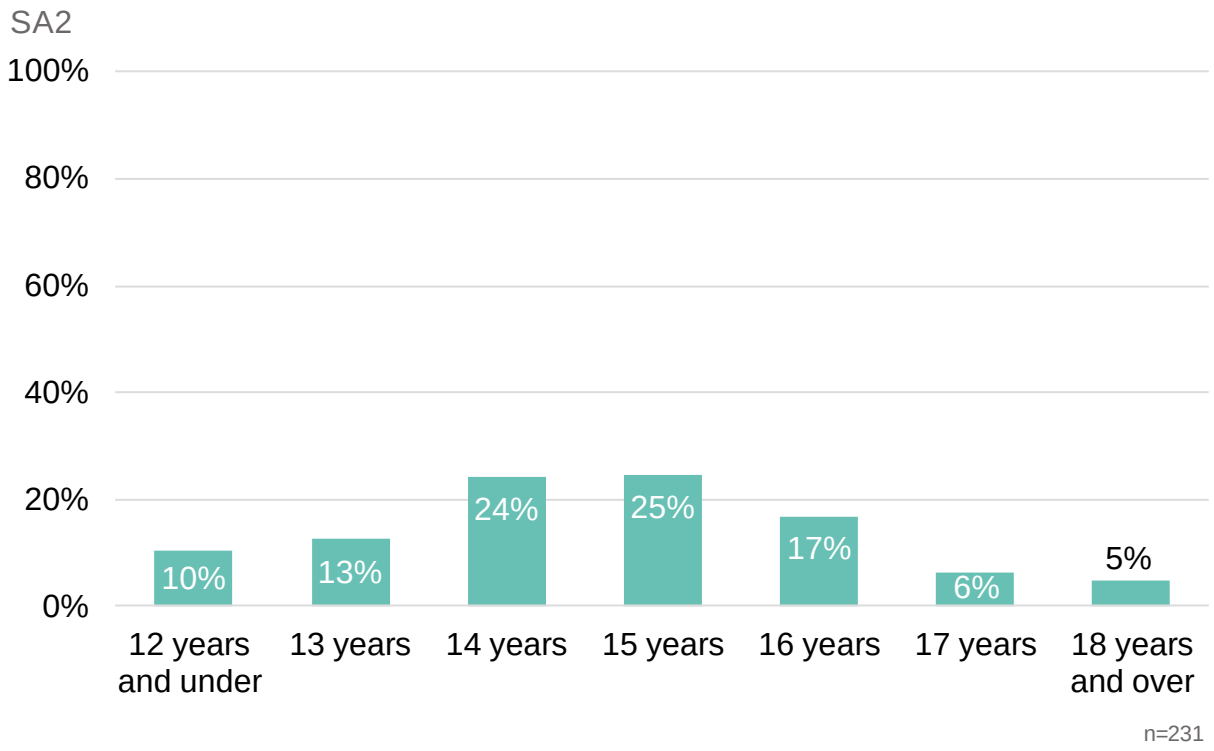
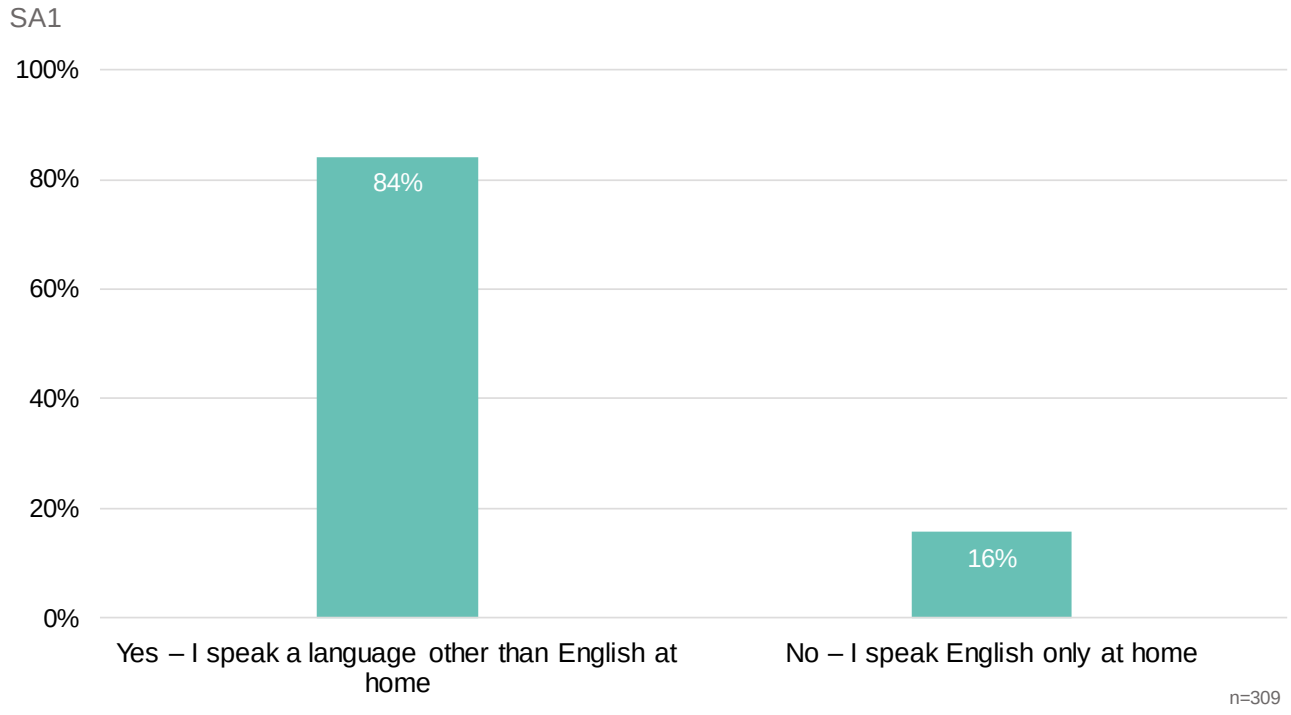

SA2
100%
80%
60%
40%
20%
0%
10%
13%
24%
25%
17%
6%
5%
12 years and under
13 years
14 years
15 years
16 years
17 years
18 years and over
n=231

Chart 14 – Culturally and linguistically diverse status



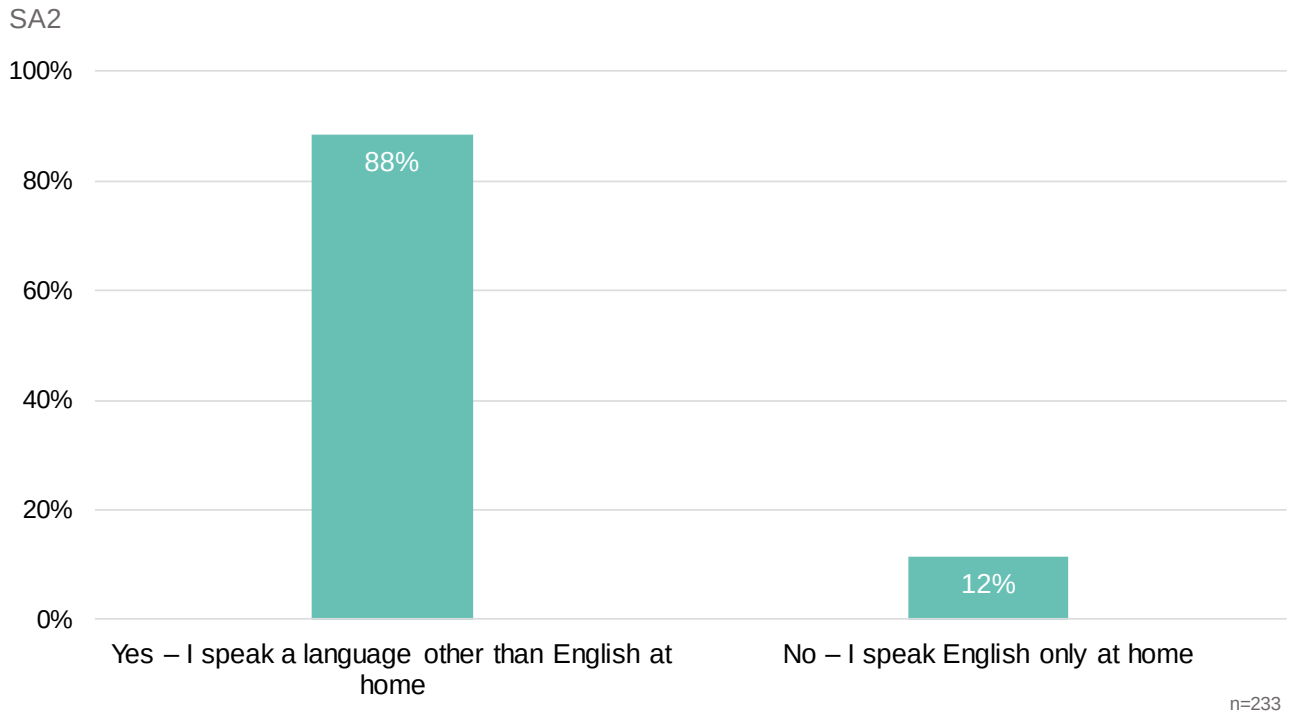
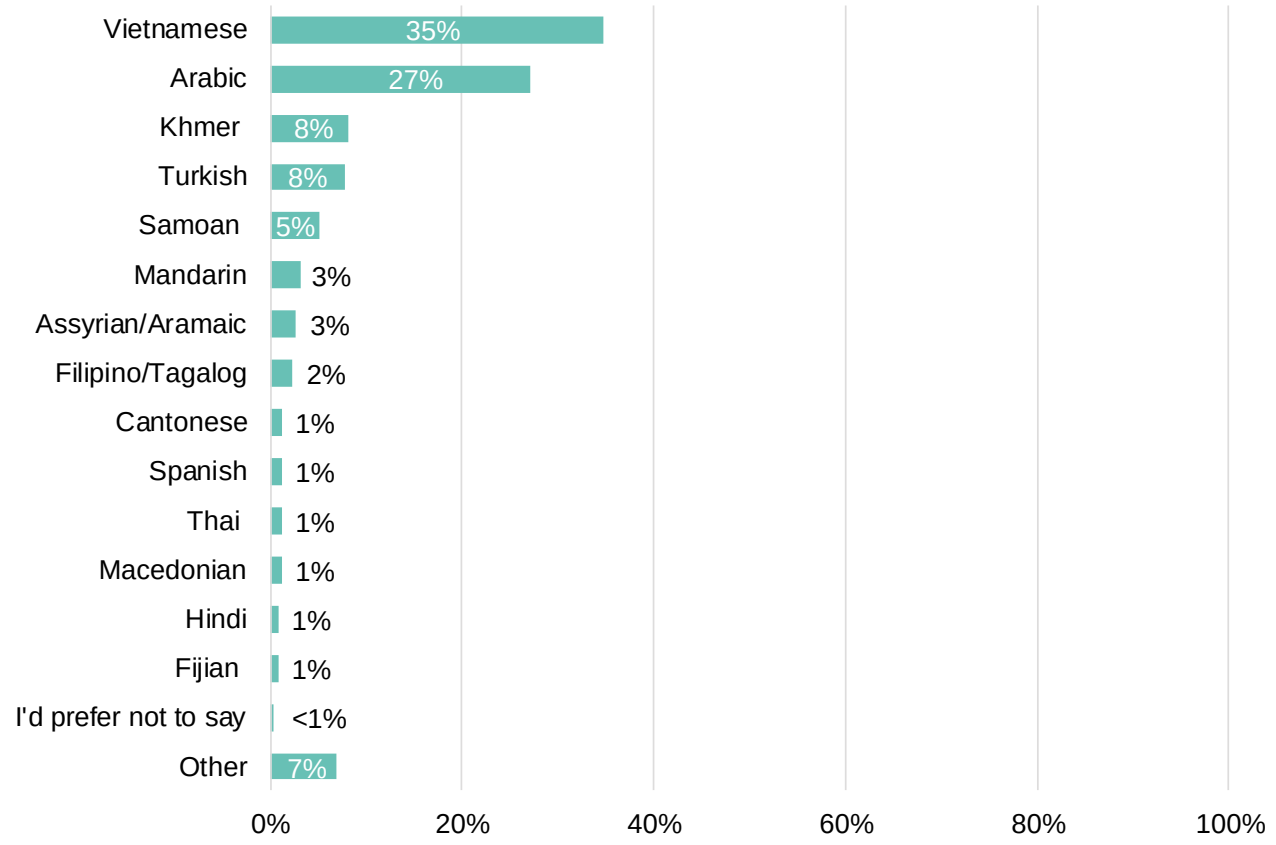


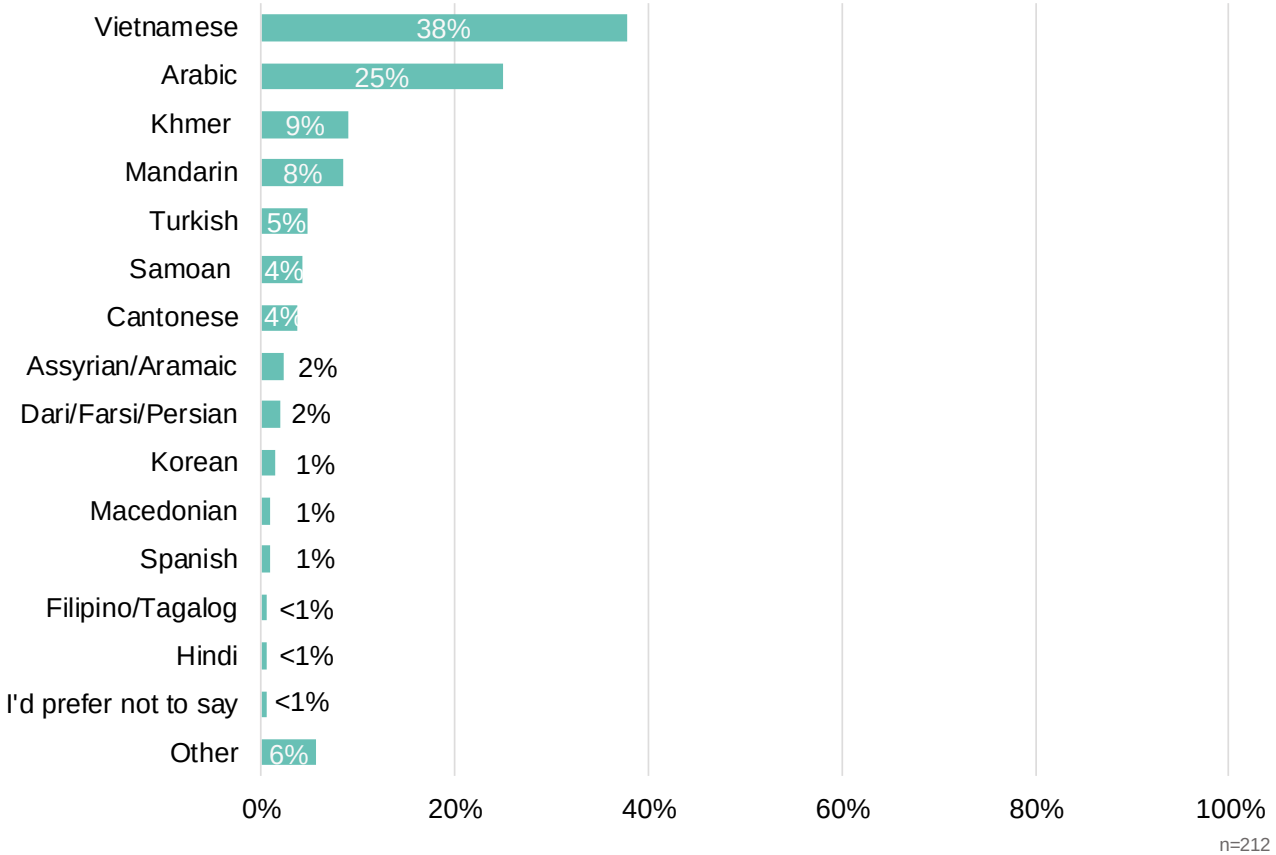
Chart 15 – Languages spoken at home

SA1



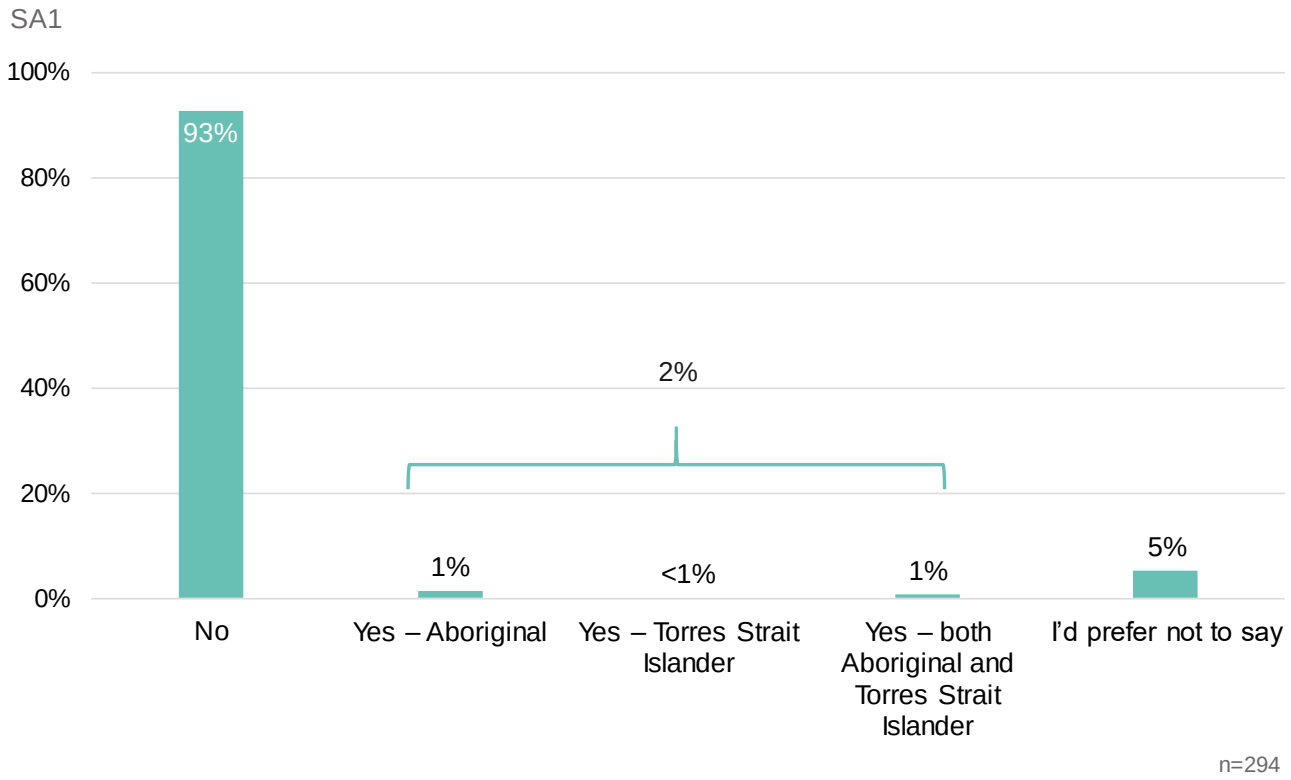
n=259

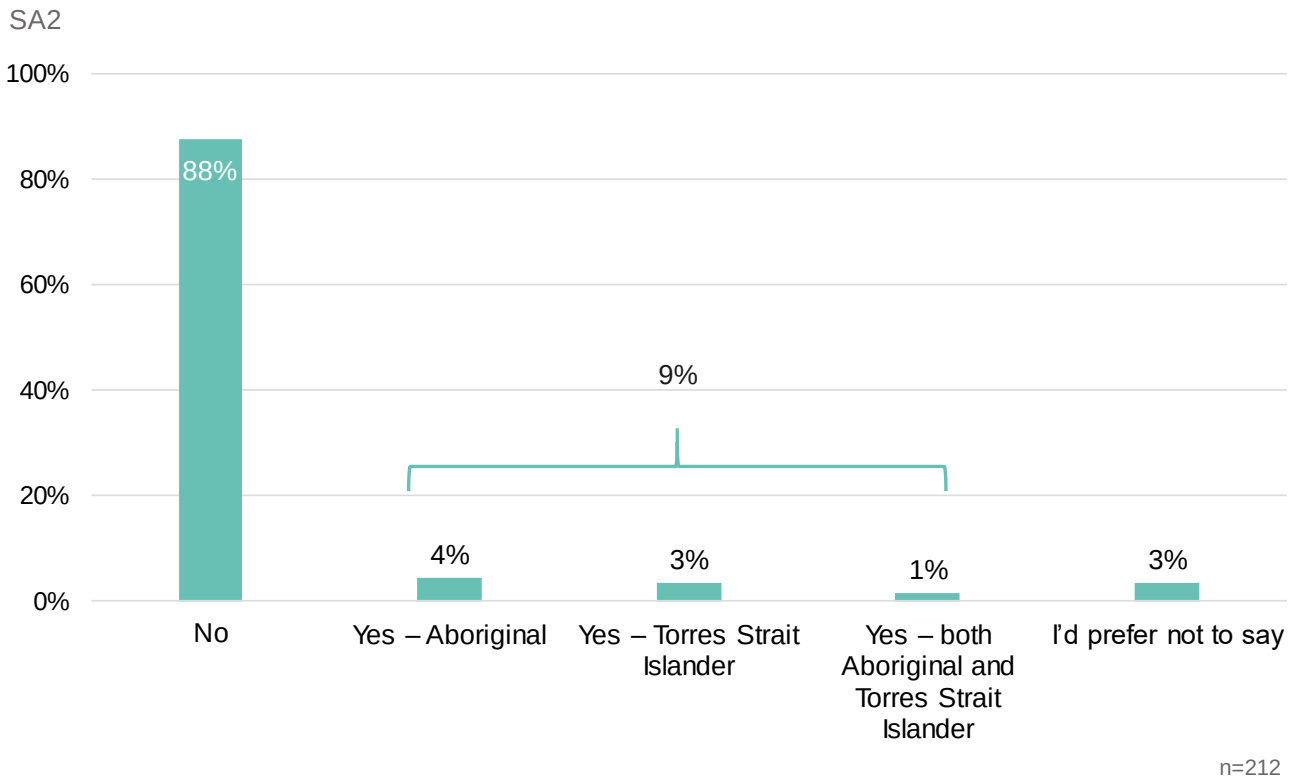
SA2



n=212

Chart 16 – Aboriginal and/or Torres Strait Islander status





URBIS