

AMPLIFYING INCLUSION

Evaluation of the HOST Community
Incubator Program in Adelaide

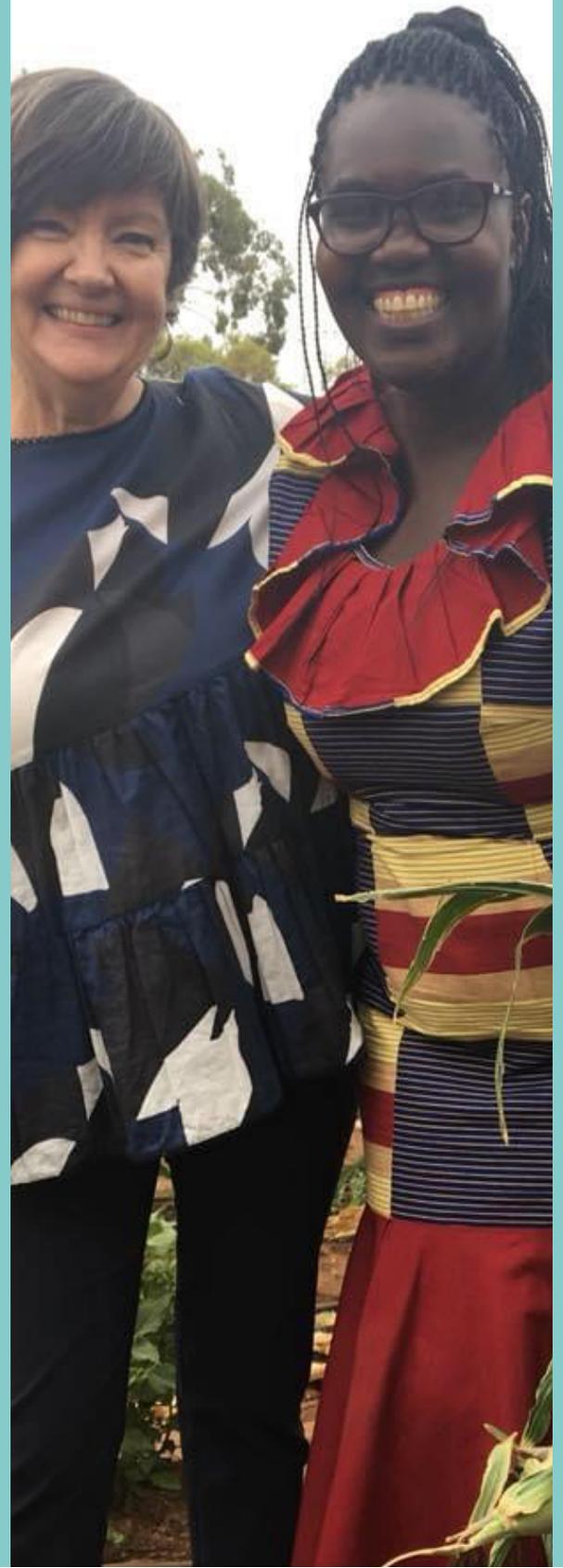


HOST
INTERNATIONAL

JULY 2022

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Executive Summary

HOST International established the Community Incubator Program (CIP) in Adelaide in July 2019 with funding from the Australian Department of Home Affairs, to support new and emerging communities to sustainably integrate into the community and to support the needs of newcomers.

The CIP is structured around three core activities that aim to produce the desired outcomes including increased knowledge and capability, increased confidence and greater social connections.

These activities and outcomes are summarised here.

2 Co-design solutions

The practice of co-design is highly valued by participant organisations as it supports confidence to approach and resolve obstacles and to identify and reach their desired goals independently

Co-design requires shared ownership of the journey and empowers groups to replicate skills in future scenarios. It provides groups with a supportive advisor and mentor as they work through what is needed to reach their collective goals. Again, the benefits of this approach were stronger as time progressed in the project.

1 Develop Knowledge and Skills

Evidence showed that the coaching approach supports an ongoing learning process, changes practice behaviours and fosters confidence to use new skills and knowledge.

Evaluation data highlights that not only was knowledge and skills significantly increased through the program but that the coaching approach had a significant impact on confidence and capability to apply and replicate these skills in practice and therefore creating greater sustainability. This effect improved as length of time in the project increased.

3 Activate Community Capacity

Activated local and refugee community networks are supporting refugee inclusion, developing community leaders and influencing participant organisations' achievements

Communities can do more when they work together and share resources. They need support to do this and to facilitate the right connections. The HOST Coaching approach clearly supports the bridging of relationships that build capacity and confidence of participant groups to achieve their vision and support wider community benefit.

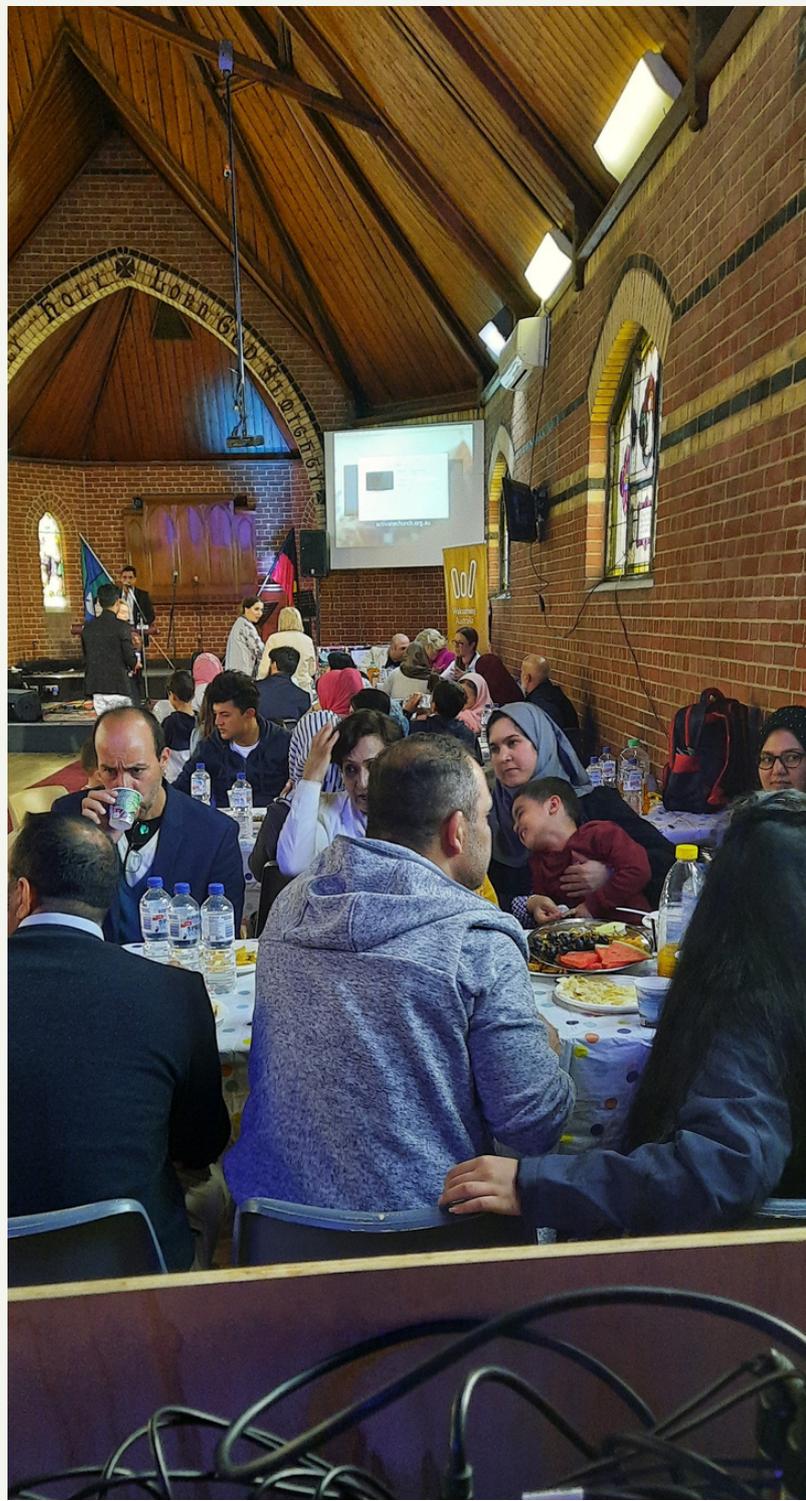
HOST International has supported twenty community groups representing thousands of community members across the city of Adelaide since commencement in mid 2019. During this time all groups have reported positive engagement and outcomes from the program and have particularly noted the opportunity to partner with HOST in developing their goals and putting what they have learned into practice.

The evaluation data shows that groups that have spent over a year in the program have had significantly greater outcomes in relation to confidence, replication of skills and increased connections with the wider community.

The HOST Community Incubator Program (CIP) demonstrates the significance of partnering with community leaders using a coaching framework to build capability and independence. This strongly suggests that capacity building programs are effective and must not be limited to the delivery of information sessions, courses or community events.

The HOST CIP coaches provide new and emerging communities with a critical friend, advisor, mentor and advocate to ensure that they can provide critical and often informal settlement support as well as fostering broader community integration.

In this approach, community groups are now able to be sustainable and to build impact beyond the initial support from HOST.



Evaluation Highlights

Increased confidence, self-efficacy, motivation, and application of skills in practice.



Increased participation and collaboration with partners and stakeholders.



Coaching and co-design approaches are very effective in improving knowledge and confidence.



Participant organisations confirmed the value of the HOST CIP model in producing lasting outcomes for their communities



Confidence and capability increases in line with the length of support.



All participants reported increased knowledge, confidence and networks.



1.5

FTE staff

20

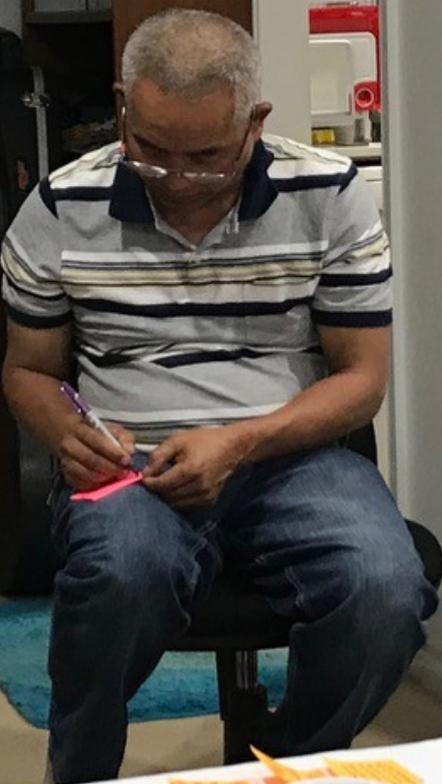
Groups supported

248

Ave engagements with each group



“You are doing great job”



Introduction

HOST International's (HOST) Community Incubator Program (CIP) aims to develop knowledge, networks and resources to support migrant communities to integrate effectively and to build wider community social cohesion.

The program is funded by the Department of Home Affairs to deliver activities under the Settlement Engagement and Transition Support (SETS) Program – Community Capacity Building (CCB) Stream with the funded aim being to equip and empower new and emerging organisations and communities to work towards collectively increasing the social participation, economic and personal well-being of community members to ensure positive settlement outcomes are sustained in the long term.

The CIP operates in Adelaide, South Australia and started on the 1st of July 2019. The program works with migrant & refugee communities to increase participation and build confidence to establish fulfilling new lives in Australia. The program also seeks to engage the wider community in creating inclusion for newcomers by using a coaching methodology that fosters co-design, joint responsibility for outcomes and brings people together around a common cause.

Since the commencement of the program HOST has supported twenty-one groups to improve the social and economic participation of their community and to support sustainable and cohesive leadership structures. Twenty are included in this evaluation.

Using a coaching framework, the CIP, seeks to work with every community group to develop:

1. Increased skills and knowledge;
2. Increased resources; and
3. Increased support networks;

in order to more confidently and sustainably achieve their settlement goals. In this process we also aim to build social cohesion between recently arrived and more established members of the community. In some cases this may include targeting specific issues, disadvantage or conflicts within parts of the community.

In line with the SETS funding purpose, the CIP seeks to develop leadership and governance skills, linkages to the broader community, interaction with government and mainstream local stakeholders, and access to resources and facilities. This is done within a co-design and collaboration environment where communities and groups can plan and guide their plans and goals rather than being dependent on service providers. To this end we also work closely with local service systems to ensure community needs are appropriately met.

This report outlines the program model, our findings from the first three years of program work and data collection in line with the HOST International impact measurement framework, and profiles the outcomes for the groups that have participated in the program so far. It also offers insights for donors and policy makers.

About HOST

HOST International is an Australian charity that was established in 2016 and aims to make life better for refugees and the communities they live in. HOST currently operates throughout Australia, New Zealand, Malaysia, Thailand and Indonesia delivering services that support individual and community wellbeing.

Our program work seeks to drive social change by co-designing solutions to protection and inclusion with displaced people and host communities.

Since inception we have invested in developing a robust impact framework to outline and measure our desired impact and to ensure we are accountable to our theory of change and the people we work with. Our theory of change is outlined below.

"They (HOST) are not telling us what to do but they are listening to us first and then helping us to do it."

Refugee Led Organisation, Indonesia



We work with people displaced by war, politics, climate and unbearable living standards, with a special focus on vulnerable people and those from a refugee background. On the community side, we collaborate with former refugee communities, indigenous people and with local, regional, and international government and non government organisations.

The HOST Model

OUR IMPACT ON COMMUNITIES

HOST International operates within a comprehensive impact framework which guides our work with communities and aligns with our theory of change. Within this framework is a Community Capacity Development (CCD) Outcome Framework (see below) that defines the impact HOST is seeking on communities. This framework is applied to all HOST projects that have a community capacity building focus, and is the foundation on which the Community Incubator Program (CIP) has been designed. This impact data is collected in addition to any contractual data collection requirements to assist HOST to measure its impact and alignment with its theory of change.

The HOST CCD framework includes three main goals;

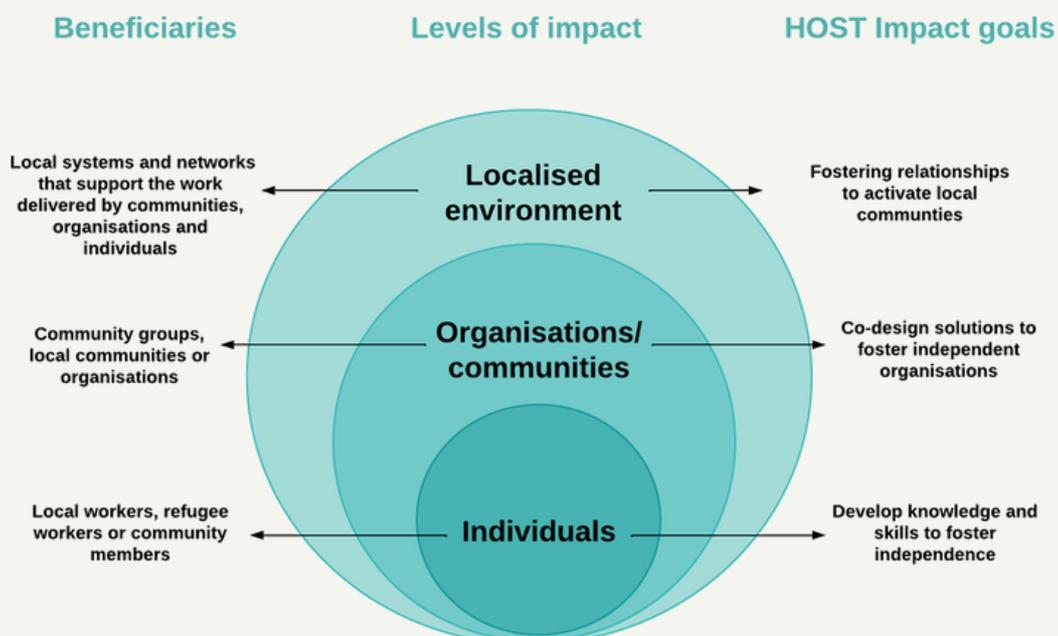
1. developing skills and knowledge,
2. co-design solutions to foster independence, and
3. building relationships to activate communities.

By explicitly outlining the beneficiaries of the program and their relationships across all levels, HOST is able to define specific mechanisms and interventions that will generate changes at those specific levels.

The levels of action have been developed considering the educational nature of community capacity development activities and the guidance provided by the UNESCO Capacity Needs Assessment Methodology (UNESCO, 2013), the World Bank's Capacity Development Results Framework (The World Bank, 2009) and the Practical Guide to Capacity Building as a Feature of UNHCR's Humanitarian Programmes (UNHCR, 1999).

"We can operate independently. Tap all resources independently. We don't have to seek or beg people for things to be done. Thanks to HOST Program, we are capable and motivated now."

Program Participant.





CONFIDENT WOMEN LEADERS

SESSION 1: Sat 28 August 2021, 10am-12noon

How to Think Like a Leader

- Understanding who you are, your leadership style, strengths and limitations

1 September 2021

Resilient

Confidence - Self Esteem



“Thanks for helping our Community”

The Evaluation

EVALUATION APPROACH AND PURPOSE

The purpose of this impact evaluation is to demonstrate the value of the HOST Community Incubator Program (CIP) model in producing relevant outcomes for ethno-specific refugee communities.

A theory-driven evaluation approach was used to test this premise in 3 key stages:

- Development of program theory
- Collection of evidence to demonstrate the HOST CIP model suitability and outcomes
- Collection of explanatory evidence linking the HOST CIP model with the outcomes.

Put simply, a theory-driven evaluation aims to test if the program assumptions are true and if those outcomes are in fact generated by the intervention provided by HOST International rather than something else.

PROGRAM THEORY

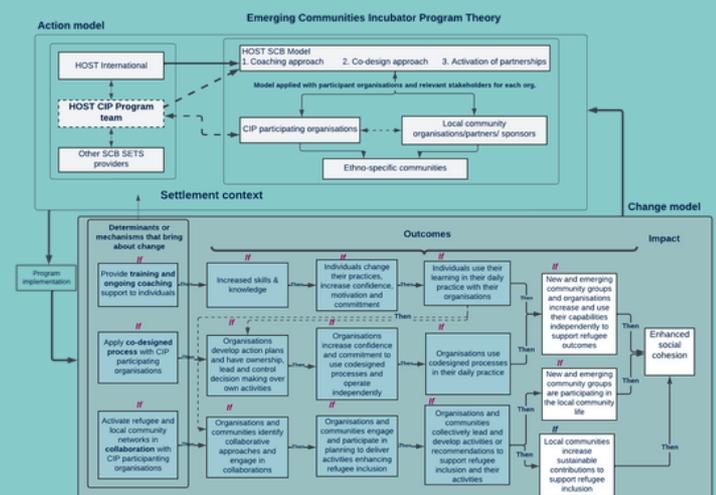
Programs are usually created based on assumptions about how a program is supposed to work in resolving specific social problems. A program theory brings these assumptions to light and explains how desired outcomes are achieved. Chen (1990, p43) describes program theory as “a specification of what must be done to achieve the desirable goals, what other important impacts may also be anticipated, and how these goals and impacts would be generated”.

For this evaluation, a program theory was formulated and confirmed with the HOST Team based on the existing HOST CIP logic model (Appendix 1). The HOST CIP program theory brings about explicit and implicit program assumptions underlying the uniqueness and key mechanisms used in this program to generate outcomes.

The HOST Program theory (image below) provides an overview of how change occurs for the three levels of impact identified by the HOST CCD Outcome Framework and the assumptions associated with the creation of outcomes, which include:

- By providing ongoing coaching support, learning outcomes will be generated and amplified for individuals who in turn will be confident and motivated to use their capabilities independently.
- By applying co-designed activities and processes, participating organisations will have control of their developmental growth which in turn will increase confidence and ownership to operate independently using their self-developed systems and process.
- By activating community partnerships and networks, participating organisations will identify, engage and participate in activities supporting refugee inclusion in their communities, which in turn will increase social cohesion.

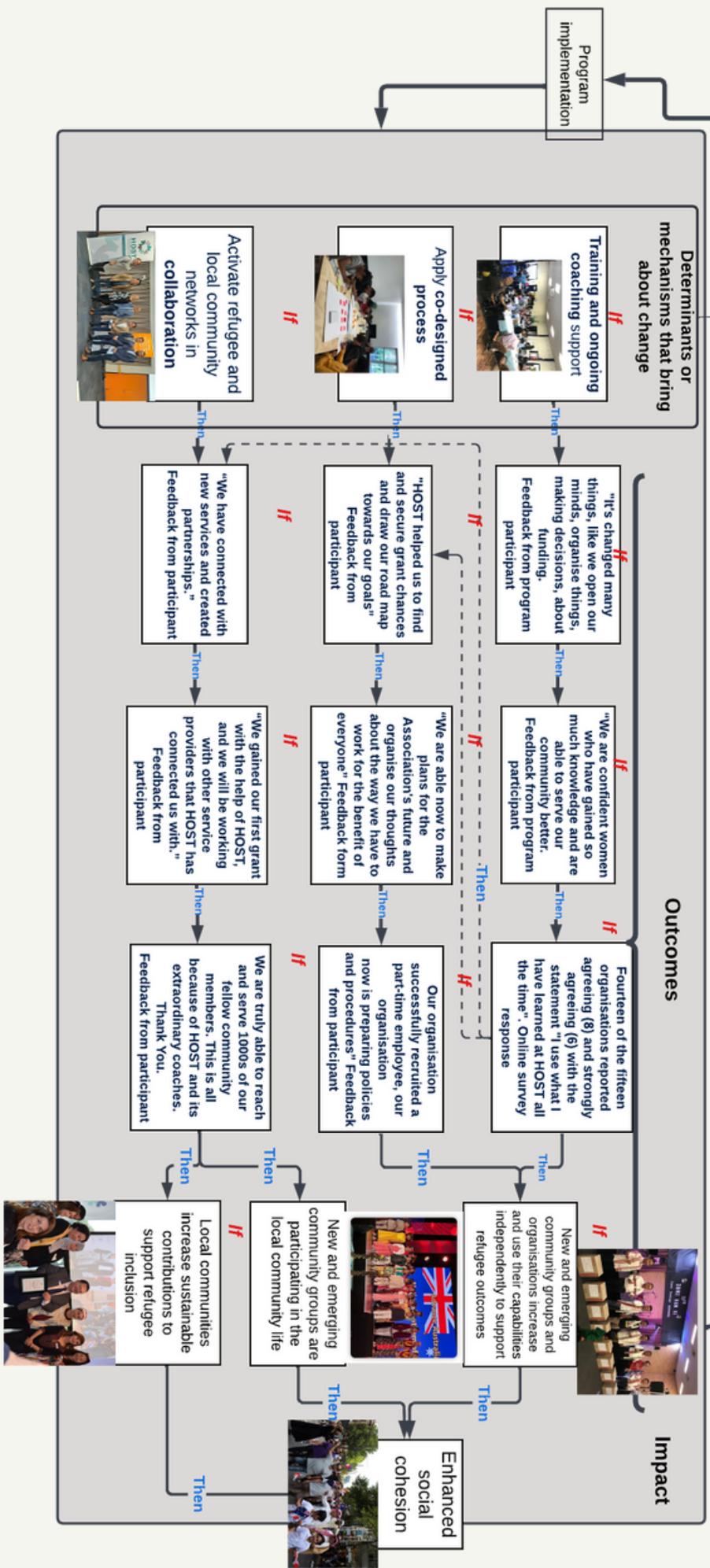
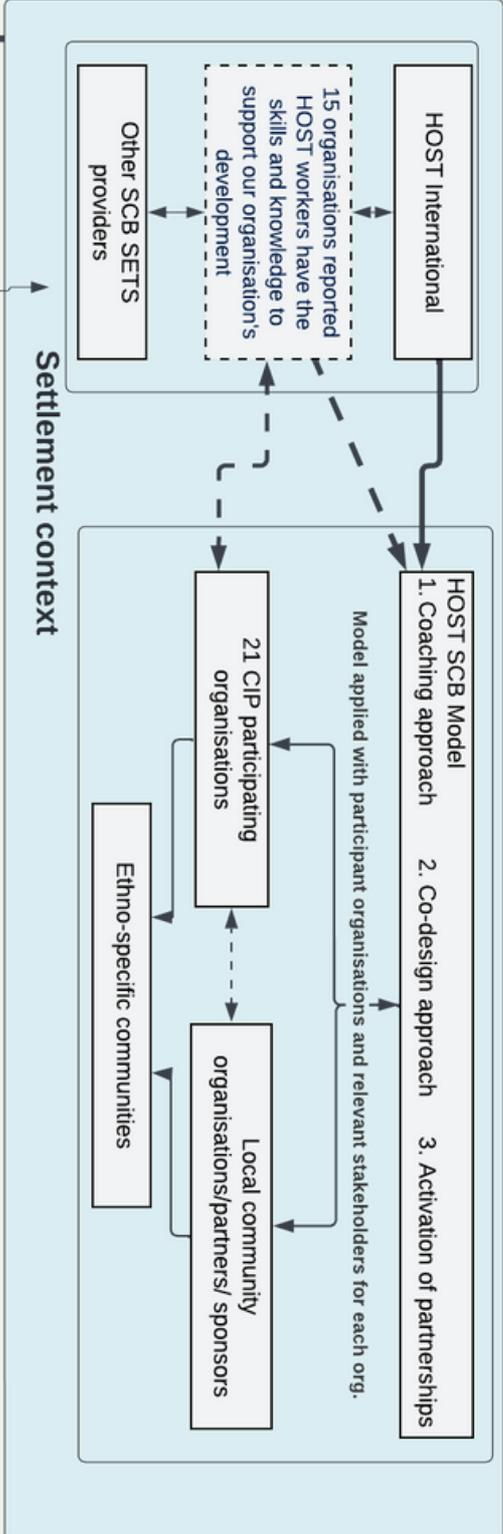
The diagram below outlines this program theory in more detail and a larger version is available in Appendix 2. Additionally, the program theory 'in action' is available on the next page to illustrate the evaluation highlights.



HOST CIP Program Theory (Full Diagram in appendix 2)

Action model

Emerging Communities Incubator Program Theory



METHODOLOGY

This theory-driven evaluation used a two-phased, explanatory mixed-method study to obtain quantitative results from HOST workers, and from participating community groups, to examine participant outcomes. We also collected qualitative data to test and explain the results in more detail.

In the first phase, quantitative data was collected over time from twenty participant organisations and four HOST workers. Data collection started at the beginning of the program in 2019 and has continued throughout. This report includes data to June 2022.

Organisations were assessed as they joined the program using three different survey instruments. This means that organisations that have been in the program for a longer period have more repeated measures than those ones that recently joined. Cross-tabulation of repeated measures and data used in this analysis are presented in appendix 3-6.

Data source	Instrument	Measuring protocol	What is the tool measuring	Data collection period
SETS Organisations	Organisational capacity self-assessment	Every 6 months	Co-designed and partnership outcomes	1 July 2019-1 May 2022
HOST SETS Workers	Organisational capacity assessment	Every 3 months	Co-designed and partnership outcomes	1 July 2019-1 May 2022
HOST SETS Workers	Individuals capacity assessment	Every 3 months	Learning outcomes from coaching support	1 July 2019-1 May 2022
HOST Program records	Review	Review of reports and documents documenting organisation's feedback and outcomes	Evidence of outcomes linkage to the program theory	May 2022
SETS Organisations	Online questionnaire	One-off survey sent to all current and exited organisations	Evidence of outcomes linkage to the program theory	May 2022
SETS Organisations	Pre-post training evaluation	Conducted for each training activity	Learning outcomes	1 July 2019-1 May 2022

Data collected for the evaluation

The aim of this data collection method was to measure outcomes at multiple times after program commencement in order to establish relationships between the support provided by HOST and the desired outcomes in the HOST CCD outcome framework.

Program records were also reviewed and an online questionnaire involving closed-ended and open-ended questions was sent to fifteen organisations currently participating in the HOST Community Incubator Program (CIP) and five organisations already exited from the program. In total, fifteen responses were received, with fourteen from currently participating organisations and one from an exited organisation.

Data was collated and analysed by the HOST Impact and Evaluation Coordinator and results were reviewed by program staff and management to consider opportunities for program enhancement going forward.



What We Delivered

4,971

Sessions delivered



122



Unique participants

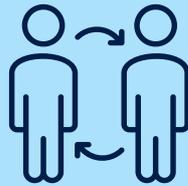
(12 participants worked across two or more organisations)

951

Sessions providing coaching



13,164



Interactions with participants

787

Sessions working with organisations in codesigning their solutions



2,356



Sessions fostering and developing partnerships (incl. referrals)

39

Training sessions



77

Community consultations

“Finally, we are truly able to reach and serve 1000s of our fellow community members. This is all because of HOST and its extraordinary coaches. Thank You.”



Developing Skills and Knowledge

The first goal of the HOST Community Capacity Development (CCD) framework is 'Developing Skills and Knowledge'. To achieve this goal, program activities in the Community Incubator Program (CIP) included training activities and individual and group coaching support. Greater emphasis was placed on flexible and adaptive coaching support for community leaders with a view to facilitating improvements in their confidence, motivation and commitment to use the skills learnt during the program. Coaching also ensures that information provided is relevant and that participants are able to replicate what they have learned in other contexts.

To ensure that this was achieved, HOST focused on measurement of the following outcomes:

- Develop knowledge and skills for individuals
- Increase awareness and understanding of refugee inclusion
- Increase confidence and motivation to use skills and knowledge in practice
- Increase commitment to support refugee inclusion activities
- Increase access, participation and engagement in employment, training and skill development activities

Training

39

Training activities

283

Attendees
(64 unique
community leaders)

TRAINING ACTIVITIES

Training activities were attended by community leaders on 283 occasions. Sessions included the following topics:

- Governance
- Child Protection
- Policies and procedures
- Becoming an Incorporated Association
- Strategic planning
- Fundraising and grant writing
- Business communication skills
- Introduction to Zoom
- Increase your digital presence
- Leadership skills
- Work, health and safety
- Monitoring and evaluation
- Conflict resolution
- Problem solving and decision making
- Business writing skills
- Codesign
- Starting a Sustainable Business in Difficult Times
- COVID 19 Information sessions
- COVID 19 Vaccination information sessions
- Confident women leaders (Women leadership)
- Social media
- Team building

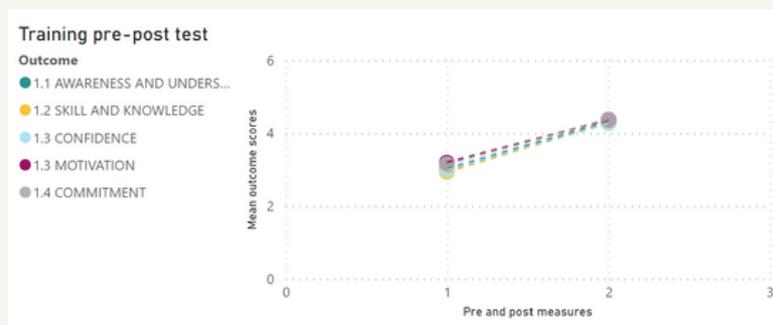
Individual program participants were asked to assess their change in knowledge, skills and behaviours every time they participated in a training activity delivered by HOST.

Training participants responded to a retrospective pre-post survey at each training activity both using a 5-point Likert scale including 5 questions.

A paired sample T-test was computed on SPSS to compare pre and post-assessments. (Appendix 3)

The results indicate statistically significant improvements in all domains with stronger results for skills and knowledge, understanding and awareness, confidence and intention to utilise the information learned. The difference is illustrated in the below graph.

Whilst these assessments and changes are limited to the individuals who participated and the topics covered, the data suggest that participants were able to apply and share this knowledge with others in their community.



COACHING SUPPORT

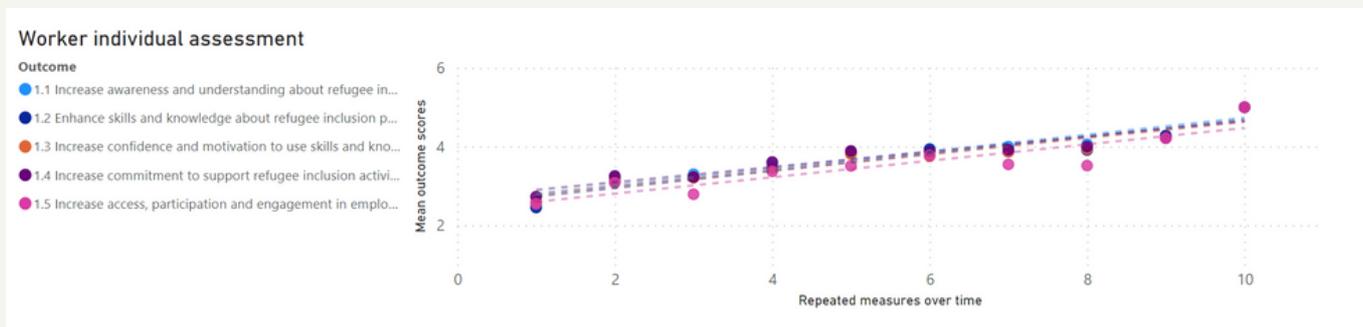
Learning outcomes from coaching were measured by capturing worker perspectives on a quarterly basis. Workers were unable to see previous results to avoid bias. All groups (20) and their members (123) were measured over time using the same 7-question survey instrument resulting in 629 data points. A Pearson correlation coefficient was computed in SPSS to analyse the information (appendix 4).

The overall results highlight that a statistically positive relationship exists between the above learning outcomes and the time organisations were involved in the HOST Community Incubator Program (CIP). Strong relationships were found in terms of awareness and understanding ($r=0.51, p<.001$) as well as skills and knowledge ($r=0.50, p<.001$).

Coaching

951 Sessions

2271 Interactions



Moderately strong relationships also exist for confidence and commitment. Weaker but still positive relationships exist for access, participation and engagement outcomes.

Data was analysed to consider if there was a relationship between the time spent in the program and outcomes achieved. Therefore, a comparison was undertaken between organisations involved in the program for over 1.25 years compared to organisations engaged for less than or equal to 1.25 years.

Results indicated that confidence and other outcomes improved over time and that impact, therefore, increased with longer time in the program.

The analysis indicated a significant and stronger relationship for organisations involved in the program for over 1.25 years highlighting that **if a participant organisation engages with HOST coaches for a period longer than 1.25 years that their confidence and understanding will significantly increase.**

Increased confidence is important to the outcome of the program, as it facilitates self-efficacy and motivation to act on information learned and relationships formed. This data supports an argument for capacity building programs to extend beyond discreet activities and to allow for investment in relationships that facilitate sustainable and longer term outcomes.

Correlations		Time in the SETS program (overall result)	Involved in the program for less than 1.25 years	Involved in the program for more than 1.25 years
HOST Outcomes				
1.1 Increase awareness and understanding about refugee inclusion	Person Correlation	.515**	.368**	.595**
	Sig.(2-tailed)	<.001	<.001	<.001
	N	629	165	464
1.2 Enhance skills and knowledge about refugee inclusion practice	Person Correlation	.501**	.344**	.587**
	Sig.(2-tailed)	<.001	<.001	<.001
	N	629	165	464
1.3 Increase confidence and motivation to use skills and knowledge in practice	Person Correlation	.427**	.257**	.506**
	Sig.(2-tailed)	<.001	<.001	<.001
	N	629	165	464
1.4 Increase commitment to support refugee inclusion activities	Person Correlation	.433**	.300**	.473**
	Sig.(2-tailed)	<.001	<.001	<.001
	N	629	165	464
1.5 Increase access in employment, training and skill development activities.	Person Correlation	.377**	.250**	.434**
	Sig.(2-tailed)	<.001	<.001	<.001
	N	629	165	464
1.5 Increase participation and engagement in employment, training and skill development activities.	Person Correlation	.378**	.259**	.432**
	Sig.(2-tailed)	<.001	<.001	<.001
	N	629	165	464

Correlation table results for learning outcomes using the workers individual assessment data

Program records and the online questionnaire were used to determine the specific influence of the HOST CIP model on the outcomes identified and to confirm the linkages to the CIP program theory established by HOST.

The online questionnaire collected information from 14 existing organisations and 1 exited organisation using 5-point Likert Scales to rate program areas or provide the level of agreement with statements. These results are summarised here.

Develop knowledge and skills for individuals

Eleven organisations rated the coaching to be very significant and worthwhile in influencing their knowledge and confidence to continue developing their organisation independently. Two organisations rated the coaching to be significant and worthwhile while two other organisations were neutral.

(Working with HOST) "It's changed many things, like we open our minds, organise things, making decisions, about funding. We are in this progressive stage by the strong support of HOST International for us to be incorporated, write a Constitution and instructions to the board members in various topics."

Program participant

Increase access, participation and engagement in employment, training and skill development activities.

Fifteen organisations agree (5) and strongly agree (10) with the statement "the coaching support is valuable to develop my skills and knowledge" and twelve organisations reported believing that the coaching has made their organisations achieve more. Fourteen organisations believe the coaching support makes the HOST program successful.

"Proper guidance and coaching which is validating and empowering"

Program participant

Increase confidence and motivation to use skills and knowledge in practice

Fifteen participating organisations reported agreeing (8) and strongly agreeing (7) that the HOST coaching activities have provided them with confidence and motivation to continue supporting their organisations.

Furthermore, fourteen of the fifteen organisations reported agreeing (8) and strongly agreeing (6) with the statement "I use what I have learned at HOST all the time".

"We are confident women who have gained so much knowledge and are able to serve our community better."

Program participant

Increase commitment to support refugee inclusion activities

Fourteen participating organisations reported agreeing (8) and strongly agreeing (5) with the statement "I have changed the way I do things in my organisation because of what I learned with the HOST coaching support"

"Love their work, and would like to stay engaged going forward"

Program participant

Increase awareness and understanding of refugee inclusion

Fifteen organisations agree (8) and strongly agree (7) with the statement "I have learned a great deal from the coaching support provided by HOST"

"Our organisation is now becoming more professional. We are learning more about how to connect with other programs and speak to our target audience more."

Program participant

DISKA



DRUK INTERNATIONAL SHITO-RYO KARATE DO ASSOCIATION AUSTRALIA

A group of Bhutanese leaders approached HOST in 2020 for help to set up a Karate club in Adelaide as a way for the community to connect together and to provide support for their youth.

Karate was something that had sustained the Bhutanese community during long periods in refugee camps before coming to Australia. It was something that could unite their community in Adelaide.

The HOST Coaches initially helped the group to establish a constitution and a plan and then to register DISKA as a community organisation. As part of the process the coaches provided a range of training to ensure that the group were able to appropriately and ethically run a program for children and manage finances. They also connected DISKA with the Traditional Japanese Karate Network (TJKN) to provide mentoring and support on how to run a Karate club.

HOST has worked alongside the DISKA group as they have evolved their ideas and have developed confidence to go further. This has included many planning sessions, facilitating connections, guidance on fundraising and motivating the group to keep going as they work through issues.

The Karate club now serves over 40 children from a range of ethnic backgrounds and provides a platform for social development and community connections. The group is now confident to manage finances and have their sights set on joining local, national and international tournaments in the future.



20

Co-designed plans
(one per organisation)

Co-design Solutions

The second key component of the HOST CCD Framework is focussed on designing customised solutions to local needs in collaboration with community groups. The concept of co-design refers to an empowering and participatory process where community leaders are empowered to lead and replicate the process in other contexts. The process allows for skills and knowledge sharing, access to networks and support to navigate and resolve systemic barriers to inclusion.

To achieve this goal, the HOST Community Incubator Program (CIP) focussed on the following:

- Organisational development, planning and guidance
- Monitoring and evaluation support
- Collaborating in the development of organisational resources, materials and systems
- Support grant writing and preparation
- Training on co-design and collaborative planning

The intent of the above activities is to catalyse the following within organisations:

- Increase participation and engagement in designing appropriate solutions for their local context
- Increase access and use of codesign systems, resources and tools
- Increase understanding and confidence in delivering refugee services
- Increase commitment to apply co-design systems, resources and tools.
- Reduce barriers to community inclusion and participation

199

Interactions collaborating in
the development of
organisational resources,
materials and systems

173

Interactions supporting
grant writing and
preparation

295

Sessions providing
collaborative and
codesign introduction
and planning

120

Sessions providing
organisational advice
incl. monitoring and
evaluation activities



“By working with HOST it has given us the ability to access grants and learn more about programs that are able to help fund our organisation so we can continue to support our communities more closely.”

Program participant

“We developed a systematic approach to develop our organisation...HOST helped us to find and secure grant chances. HOST helped us drawing our road map towards our goals.”

Program participant

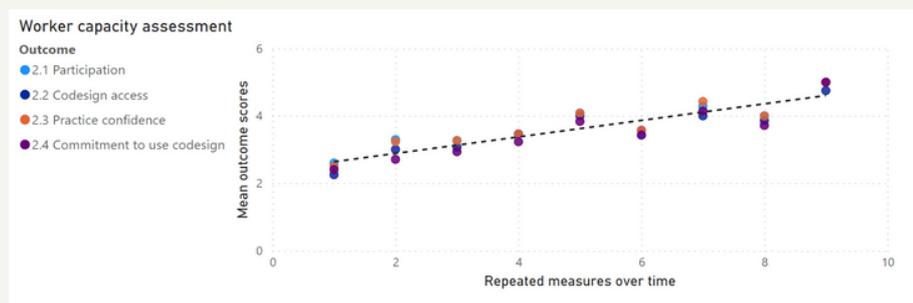
"After HOST helping our Community Sports now the young people so happy and come together"

Program participant

To examine codesign outcomes, HOST workers assessed each organisation as a group on a quarterly basis using a 5-point Likert scale (1–Low; 2–Basic, 3–Moderate, 4–Good, 5–Optimal). Similarly, each participant organisation self-assessed their organisation as a group every six months since.

The information was analysed in SPSS using Pearson's correlation coefficient (Appendix 5) to examine the relationship between codesign outcomes and the time organisations were involved in the HOST CIP program.

The overall results from the worker's information (N=102,) highlight a **significant positive relationship between outcomes and the time organisations were involved in the HOST Community Incubator Program (CIP)**. The strongest relationships in this area include increasing access to and use of co-design practices, resources and tools ($r=0.548, p<.001$), increase understanding and confidence in delivering refugee services ($r=0.542, p<.001$) and commitment to apply co-design resources, practices and tools ($r=0.540, p<.001$).



Codesign outcomes increased over time for organisations involved in the HOST CIP Program

Correlations		Time in the SETS program (overall result)	Involved in the program for less than 1.25 years	Involved in the program for more than 1.25 years
HOST Outcomes				
2.1 Increase participation and engagement in designing appropriate solutions for their local context	Person Correlation	.485**	.431**	.643**
	Sig.(2-tailed)	<.001	<.004	<.001
	N	102	42	60
2.2 Increase access and use co-design systems, resources and tools	Person Correlation	.548**	.546**	.715**
	Sig.(2-tailed)	<.001	<.001	<.001
	N	102	42	60
2.3 Increase understanding and confidence delivering refugee services	Person Correlation	.542**	.419**	.672**
	Sig.(2-tailed)	<.001	<.006	<.001
	N	102	42	60
2.4 Increase commitment to apply co-design systems, resources and tools	Person Correlation	.540**	.533**	.651**
	Sig.(2-tailed)	<.001	<.001	<.001
	N	102	42	60

Correlation table results for codesign outcomes using the workers capacity assessment data



Similarly to our individual analysis of skills and confidence outcomes, a comparative analysis found that organisations that remained in the program for longer than 1.25 years increased their engagement with co-design practice and there was greater evidence of application of these principles within their own context.

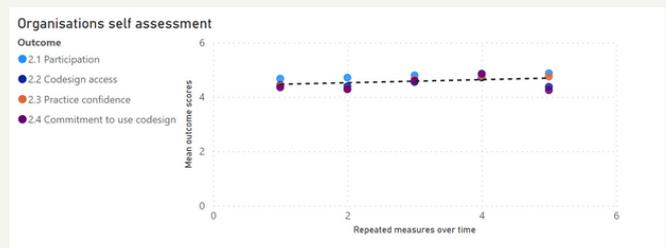
This means that organisations engaged for a longer period of time in the program are participating more and are more engaged in designing contextualised solutions for their communities.

Furthermore, organisations increased their understanding and confidence to deliver refugee services to the communities they support.

In contrast, results from the organisation's self-assessment data (N= 52) show weak relationships between the outcomes in this section and the time organisations were involved in the HOST CIP. However, the only significant relationship identified is for confidence in delivering refugee services ($r=0.28, p<.04$), although this relationship is not strong and is inconclusive (self-assessment results in appendix 6).

The organisations' self-assessment results indicate a consistent positive self-assessment across repeated measures than those done by workers, with only (84) 18% of the 469 data points rating 3–Moderate or below. Similarly, no 1 or low capacity rating was recorded for participant organisations' self-assessed results.

This variance may be underpinned by a range of unintentional factors including differences in the way workers and participants understand and interpret the assessment tools depending on their cultural understandings, local knowledge and ways of working, professional training and participant response bias. Communities may also just be less aware of developments in the specific application of co-design principles in the course of their work with community.



Co-design outcomes did not increase over time for organisations involved in the HOST CIP when they self-assessed

Program records and an online questionnaire were used to explain the co-design related outcomes from the survey instruments and to confirm the linkages to the HOST CIP. The online questionnaire involved fourteen existing organisations and one exited organisation who rated program areas using 5-point Likert Scales.

Outcomes and linkages are reported below:

Increase participation and engagement in designing appropriate solutions for their local context

Thirteen organisations strongly agree (6) and agree (7) with the statement "We are always contributing ideas and shaping solutions for our organisation". Two organisations remained neutral.

"We developed a systematic approach to developing our organisation. HOST worked and is continuously working as a bridge between our organisation and other government and community organisations. HOST helped us to find and secure grant chances and draw our road map towards our goals"

Program participant

Increase understanding and confidence in delivering refugee services

Twelve organisations rated the co-design process to be very significant and worthwhile (5) and significant and worthwhile (7) in influencing their knowledge and confidence to continue developing their organisation independently. Two were neutral and one rated co-design to be of low importance.

"Our organisation now has its strategic plan, has a better idea on how to secure funding and how to generally manage the organisation in a legal way"

Program participant

Increase access and use of co-design systems, resources and tools

Eleven organisations strongly agreed (3) and agreed (8) to the statement "Our organisation/ community is now able to access and use systems, resources and tools developed in partnership with HOST." Four organisations remained neutral. Furthermore, 13 organisations strongly agree (4) and agree (9) with the statement "We plan and lead/control the activities of our organisation". Only two organisations remained neutral.

This means that organisations are not only accessing and using co-design processes they are also leading the process.

"Our organisation successfully recruited a part-time employee, our organisation now is preparing policies and procedures"

Program participant

Increase commitment to apply co-design systems, resources and tools.

Thirteen organisations strongly agree (8) and agree (4) with the statement "Our community/organisation has increased its commitment to using systems, resources and tools developed in partnership with HOST". Three organisations remained neutral.

In addition, fourteen organisations strongly agree (6) and agree (8) with the statement "The co-design process is valuable to independently grow as an organisation". One organisation remained neutral.

"We are able now to make plans for the Association's future and organise our thoughts about the way we have to work for the benefit of everyone"

Program participant

ZOMI Community

Zomi Innkuan Adelaide (ZIA) is the umbrella body for the Zomi community in South Australia. ZIA approached the HOST CIP in August 2020 to seek assistance to develop a strategic plan for their community.

As part of this process the community leaders identified the need for activities for the youth that would support preservation of culture and family wellbeing. Together with the support from a HOST CIP coach, the community determined that they needed to establish a Zomi Language School and a Football Club.

HOST was able to support the community leaders to incorporate youth voices in their planning and leadership to ensure that sustainable programs were developed that would meet their objectives.

The community were provided with training and information to support them to establish two new independent organisations - the Zomi Language School of SA (ZLSSA) and the Zomi United Adelaide Football Club.

Throughout the process the HOST team assisted ZIA to secure COVID funding to support their community with wellbeing packages during COVID lockdowns.

The HOST CIP coach facilitated connections with the local Football Club and the local council to facilitate access to mentoring and sporting fields to use for the football team.

They were also connected with the Ethnic Schools Association of SA (ESASA) and the Bhutanese Nepali Language School for support in relation to operating the language school and with Parafield Gardens High School to provide a place to run language classes.

Currently over 30 children attend the Zomi school every Saturday and the Football club is engaged in a local club competition. Both have sustainable leadership structures and are taking initiative to further develop their projects beyond the support of HOST. These activities are also providing positive connections with the wider community and are providing supportive structures to Zomi families.





Activating Community Capabilities

The third key component of the HOST Community Capacity Development Framework is focussed on activating refugee and mainstream communities to collaborate and partner together to plan and lead activities with the purpose of enhancing positive refugee integration and social cohesion. In this area HOST delivered the following activities:

- Meeting/communication with external stakeholders
- Linking and development of partnerships and networks
- Advocacy in relation to structural barriers
- Organisational advocacy to improve service delivery (e.g. referrals)
- Ideas exchange
- Community/ group consultation
- HOST participation/ attendance to activity (forum, event, groups, inter-agency, etc)
- Hosting activity (forum/event/meeting)
- Collaborations in joint ventures and wider community activities
- Collaborations with government agencies

The intent of the above activities is to catalyse the following outcomes:

- Identify, participate and engage with key partners and entities involved in supporting refugee inclusion (in particular refugees themselves)
- Foster and build consensus with key partners and entities involved in supporting refugee inclusion
- Lead and voice recommendations or/decisions in collaboration with key partners and entities involved in supporting refugee inclusion
- Participate in collaborative planning to support refugee inclusion

495

Sessions meeting with stakeholders

77

Community consultations

1280

Referrals made

504

Sessions focussed on networks and partnerships

To examine the development of sustainable partnerships and collaborations involving community organisations, HOST workers assessed each organisation as a group on a quarterly basis since the participant organisations joined the program.

Workers responded to four questions using a 5-point Likert scale (1–Low; 2–Basic, 3–Moderate, 4–Good, 5–Optimal) to assess the group changes in terms of partnerships and networks. Similarly, each participant organisation assessed their organisation as a group every six months since the participant organisation joined the program,

To assess the outcomes, the information was analysed in SPSS using Pearson's correlation coefficient (Appendix 6) to examine the relationship between the increase in collaboration/ partnerships and the time organisations were involved in the HOST Community Incubator Program (CIP).

The analysis showed the same inconclusive and overly positive results for the organisation's self-assessment. Hence the focus is on the results from the workers' capacity assessment.

Overall, the evidence again highlights a significant positive relationship between outcomes and the time organisations are involved in the program. **Particularly for leading and voicing recommendations or/decisions in collaboration with key partners ($r=0.58, p<.001$).**

Similarly, organisations involved in the program for over 1.25 years were compared to organisations engaged for less or equal to 1.25 years. **The analysis again indicates a significant and stronger relationship for organisations involved in the program for a longer period of time, showing significant and strong relationships for participation in collaborative planning and leading and voicing recommendations or/decisions in collaboration with key partners.**



Correlations		Time in the SETS program (overall result)	Involved in the program for less than 1.25 years	Involved in the program for more than 1.25 years
HOST Outcomes				
3.1 Identify, participate and engage with key partners and entities involved in supporting refugee inclusion (in particular refugees themselves)	Person Correlation	.470**	.455**	.558**
	Sig.(2-tailed)	<.001	<.002	<.001
	N	102	42	60
3.2 Foster and build consensus with key partners and entities involved in supporting refugee inclusion	Person Correlation	.456**	.577**	.668**
	Sig.(2-tailed)	<.001	<.001	<.001
	N	102	42	60
3.3 Lead and voice recommendations or/decisions in collaboration with key partners and entities involved in supporting refugee inclusion	Person Correlation	.589**	.549**	.679**
	Sig.(2-tailed)	<.001	<.001	<.001
	N	102	42	60
3.4 Participate in collaborative planning to support refugee inclusion.	Person Correlation	.534**	.491**	.650**
	Sig.(2-tailed)	<.001	<.001	<.001
	N	102	42	60

Correlation table results for codesign outcomes using the workers capacity assessment data

Program records and an online questionnaire were used to confirm outcomes in relation to Connecting Community Capabilities. The online questionnaire involved fourteen existing organisations and one exited organisation who rated program areas using 5-Point Likert Scales. Outcomes and linkages are reported below:

Identify, participate and engage with key partners and entities involved in supporting refugee inclusion (in particular refugees themselves)

Thirteen organisations strongly agreed (6) and agreed (7) with the statement "Our organisation has more links with refugee communities since working with HOST". Two organisations remained neutral.

Likewise, twelve organisations strongly agree (7) and agree (5) with the statement "Our organisation has more links with the local and broader community since working with HOST". Three organisations remained neutral.

"We have connected with new services and created partnerships."

Program participant

Foster, plan and build consensus with key partners and entities involved in supporting refugee inclusion

Thirteen organisations strongly agreed (6) and agreed (7) with the statement "Our community/organisation works with other organisations to find agreements and work to support refugee inclusion". One organisation remained neutral and one disagreed.

"HOST worked and continues working as a bridge between our organisation and other government and community organisations."

Program participant



Participate in collaborative planning to support refugee inclusion.

Fourteen organisations strongly agreed (9) and agreed (5) with the statement "Our community/organisation participates in planning with other organisations to support refugee inclusion". One organisation disagreed.

"We gained our first grant with the help of HOST, and we will be working with other service providers that HOST has connected us with."

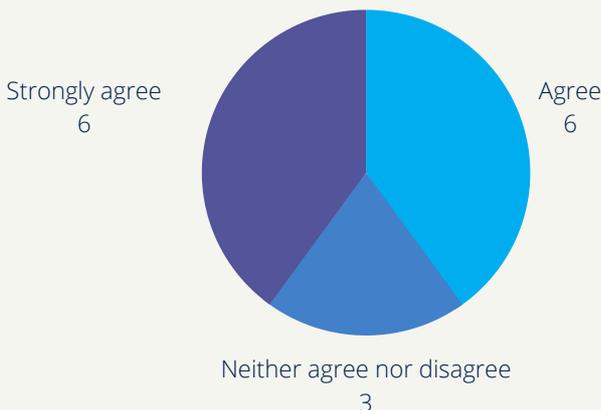
Program participant

Lead and voice recommendations or/decisions in collaboration with key partners and entities involved in supporting refugee inclusion

Thirteen organisations strongly agreed (7) and agreed (6) with the statement "Our community/organisation lead and voice recommendations or/decisions (e.g. feedback to government, policy responses, etc) in collaboration with key partners to support refugee inclusion. One organisation remained neutral and one disagreed.

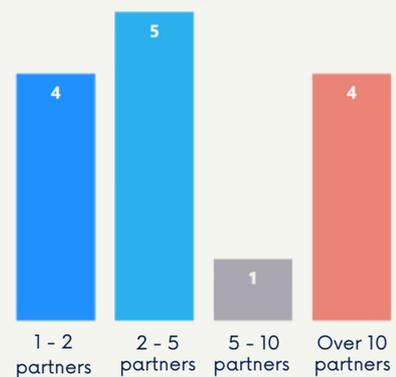
In addition, twelve organisations reported strongly agreeing (6), agreeing (6) "I believe the relationships my organisation has formed in collaboration with HOST have influenced our achievements"

Influence of partnerships on organisational achievements



Moreover, organisations were asked to identify the number of organisations they have engaged with or worked with during their time in the program. Four reported having more than ten partners, stakeholders or sponsors, one organisation reported having between five to ten, five organisations reported engaging with two to five stakeholders and four organisations reported having one to two partners while one organisation reported having no stakeholders or partners.

Numbers of partners/stakeholders engaged by SETS organisations



United Sisters

Mobilising community networks for a common purpose

As part of the support provided to participant groups, HOST collaborated with Think Stride to deliver a workshop on leadership for female community leaders. In this session a number of women from different ethnic groups identified that they shared similar needs and challenges and determined that they should form a new group to share collective strengths and resources.

The United Sisters group was therefore formed with support from the HOST CIP coach who has assisted the group to clarify their common needs and purpose and to determine the best format to organise together.

The HOST CIP coach also assisted the group to apply for and secure funding to launch their joint project and to access further support in leading their respective communities.

The group are hoping to work on issues related to mental wellbeing, cross cultural relationships, women's empowerment, public speaking and voices of children and youth.

HOST has also supported with team building and planning activities and will continue to work with the group to build networks and to co-design strategies to address needs and goals.





Program Effectiveness

Program participants are provided regular opportunities to provide feedback on program effectiveness. This occurs through questionnaires and individual group consultations. As part of this evaluation we asked current and past participants for feedback on various elements of the program to help establish effectiveness and to confirm outcomes.

The survey asked participants to comment on the extent to which expectations were met and to outline their perception of outcomes from the project including barriers they had experienced.

Participant feedback indicated that organisational capacity had increased and that expectations had been broadly achieved as a result of engaging with the program.

With regards to barriers and limitations to organisational participation, four out of eight stated that there were no barriers and the other four responses reported internal organisational issues hindering their progress. This may also be an alternative reason why organisations may not be achieving the program outcomes as intended. Participant comments have been included to the right.

Before and after responses regarding capacity to change are included below.



"The problem seems to be on our side rather than the HOST and we are working together to solve them together. These include time management and getting full participation or engagement of the group members "

"The leaders of the community did not complete the caching program due to their community issue."

"Yes, internal community and need more to get to know information resources to the community members"

"improving performance in organisations. Change in community strategies"

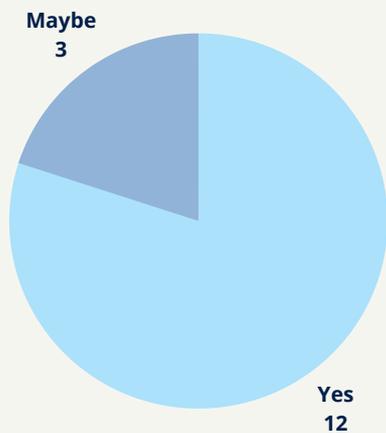
Participants from different organisations

Organisational capacity change



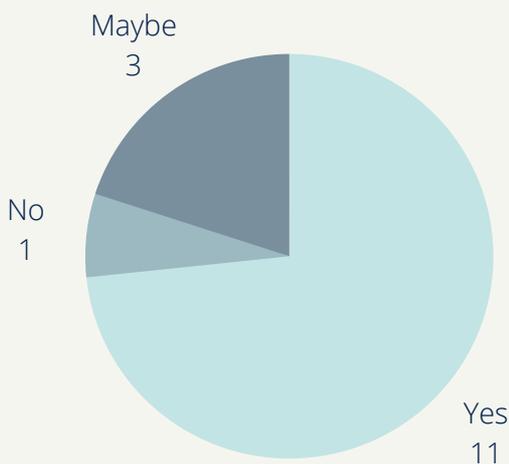
Twelve community organisations reported being better off as a result of the HOST CIP program.

Is your organisation better off as a result of the HOST program?



Eleven community organisations reported having achieved their goals as a result of the HOST CIP program.

Have you achieved your expected organisational goals by participating in this program?



Most participants reported that the program has matched or exceeded their expectations of the HOST CIP.

Did you expect to accomplish what you have achieved so far as an organisation?

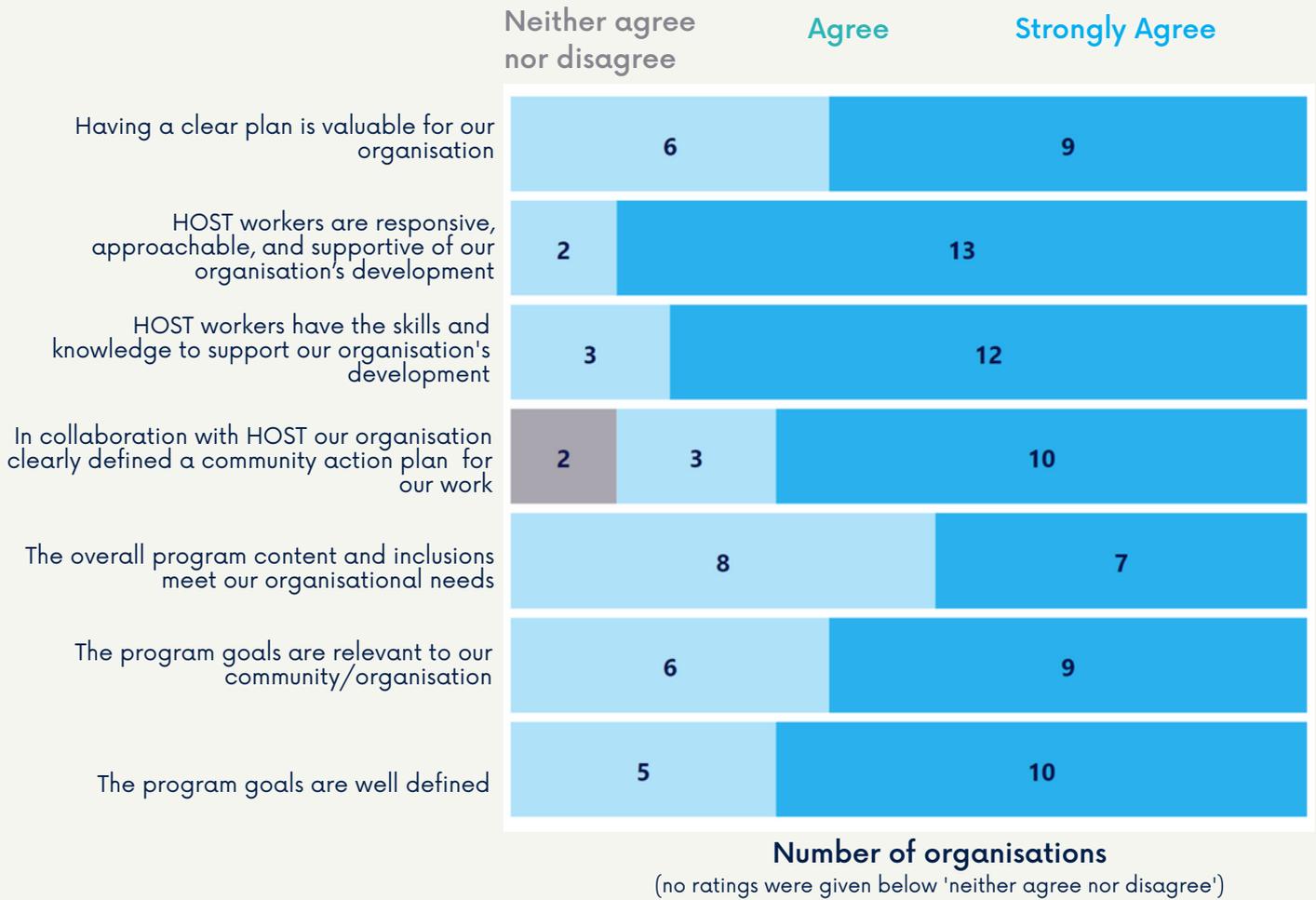


In terms of overall progress, all organisations reported a **change in capacity from very poor, poor or acceptable capacity before the program to acceptable, good or very good capacity after the program.**

This is also interesting in terms of reporting lower scores as part of organisational self-reflection, perhaps attributed to the experience of participating and learning in the program.



Within the online questionnaire, organisations were also asked to respond to questions regarding the implementation of the HOST CIP, the results are displayed below:



Participant Demographic Profile

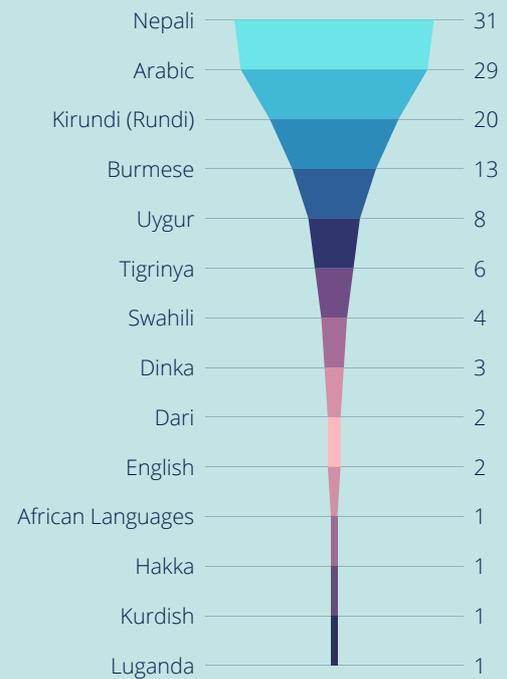
122

Unique participants

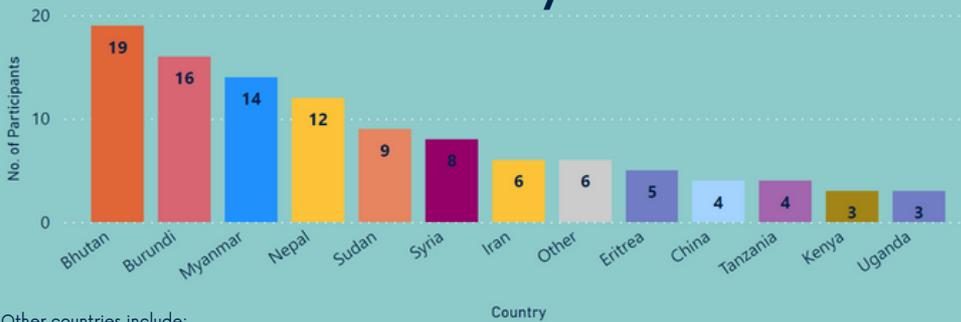
20 

Groups

Main languages spoken at home



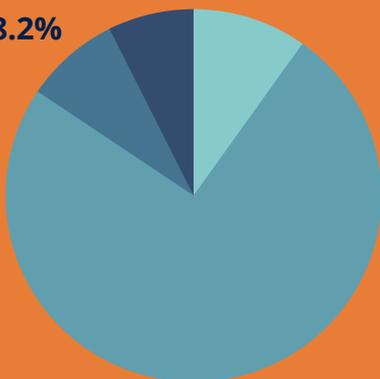
Main country of birth*



*Other countries include:
 Countries with 2 participants: Afghanistan, Congo, Egypt, Kuwait
 Countries with 1 participant: Lebanon, Libya, Malawi, Saudi Arabia, Zambia

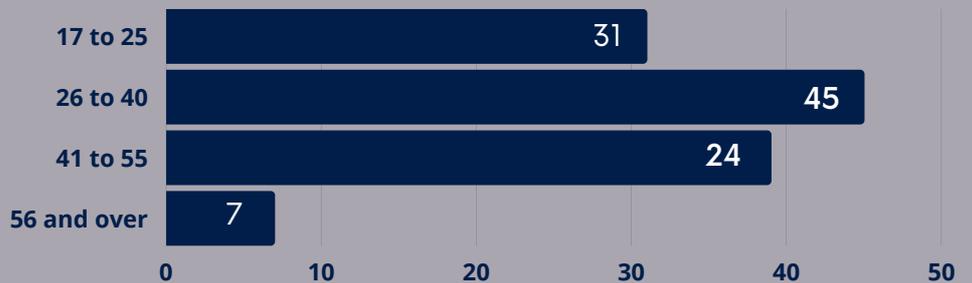
Participants by visa type

Skilled 8.2%
 Other 7.4%
 Family 9.8%

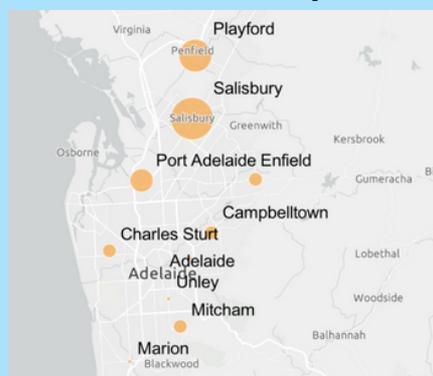


Humanitarian
74.6%

Participants by age group



Service delivery area



Gender



Participant Profile

Over the first 3 years of this project we have supported 21 community groups to support new and emerging communities in Adelaide. The following table outlines these groups and the support provided.

GROUP	NEEDS	OUTCOME
Amazing Northern Multicultural Service (ANMS)	Governance advice, HR, agriculture and training	<ul style="list-style-type: none"> Grants, training, advice, linkages, mentoring
Adelaide Dragon Football Club (ADFC)	Develop a community sports club	<ul style="list-style-type: none"> Established club, linked with Football club, training, grants
Druk International Shito-Ryu Karate Do Association (DISKA)	Governance support and establish Karate club	<ul style="list-style-type: none"> Organisation established, training, grants, linkages to clubs.
One Land For All (OLFA)	Strategic Planning and organisational establishment	<ul style="list-style-type: none"> Scouts, Art club and fencing club established for Muslim Women
Zomi Innkuan Adelaide (ZIA)	Fundraising, planning and governance	<ul style="list-style-type: none"> COVID support, mentoring, training, grants, interpreters
Al Sham	Leadership support and strategic planning	<ul style="list-style-type: none"> Training, grant writing, strategic planning, wellbeing packs,
Ahwazi Community Adelaide	Leadership support and strategic planning	<ul style="list-style-type: none"> Strategic plan, linkage to other orgs, grants administration
Eritrean Community of Adelaide (ECoA)	Leadership support and develop community support services	<ul style="list-style-type: none"> Leadership training, mentoring, planning
AUTWA (Australian Uyghur Tangritagh Women Association)	Governance and financial support, increase profile	<ul style="list-style-type: none"> Increased profile, training, advocacy & leadership, events
Bhutanese Association of Australia SA (BAASA)	Youth event planning	<ul style="list-style-type: none"> Linkages, mentoring, training

Participant Profile

PROJECTS	NEEDS	OUTCOME
Congolese Business Startup	Business startup	<ul style="list-style-type: none"> provided training and linkage to support services
ABCSA (Association of the Burundian Community of SA)	Governance and leadership training	<ul style="list-style-type: none"> Organisational restructure, grants and human resources info
(ZLSSA) Zomi Language School of South Australia	Organisational set up and cultural preservation	<ul style="list-style-type: none"> Commence language school and link to partners
Zomi United Adelaide	Youth development and sporting cub	<ul style="list-style-type: none"> Establish soccer club, grants, training grounds, link to Football club
Sudanese Cultural Association	Governance, planning and leadership support	<ul style="list-style-type: none"> Training, strategic plan, community linkages, COVID19 support
Project X Co	Community business startup	<ul style="list-style-type: none"> Planning, training, help to find venue
Ugandan Community Organisation of South Australia (UCOSA)	Governance support, update constitution	<ul style="list-style-type: none"> Training, fundraising, constitutional review
South Australian Bhutanese Youth Association (SABYA)	Organisational set up and leadership training (NEW)	<ul style="list-style-type: none"> Training, planning
United Sisters	Women's leadership and empowerment	<ul style="list-style-type: none"> linkages, training, planning, leadership development, grants
SAWA (together)	Women's leadership and community education, new organisation	<ul style="list-style-type: none"> Training, advice, grants, leadership development
South Australia Bhutanese Disability Association	Organisational setup and governance (NEW)	<ul style="list-style-type: none"> Planning

Conclusion

A case of confidence

The HOST Community Incubator Program (CIP) has established a strong foundation for a comprehensive community capacity development model encompassing three components:

1. **Developing knowledge and skills** - including training, advice and guidance
2. **Co-designing solutions** - including planning, motivation and problem solving
3. **Activating community capacity** - including building community linkages and addressing barriers to inclusion and resource limitations

The outcome findings from workers and participant organisations indicate a consistent increase in program outcomes for each of the above components for individuals, organisations and communities. Furthermore, quantitative and qualitative feedback and observations from program participants including the online survey and program records confirmed positive outcomes for each component of the program and evidenced a clear link between the HOST CIP model and the outcomes identified, confirming the program theory established for the program and the overall value of the HOST CIP model.

Confidence appears to be a key outcome determinant in the program theory, operating across all components to activate other program outcomes such as the use of skills, to operate independently, empowering individuals

" The coach/staff and the program you have and the way you actually are the leading force is very unique to anyone... other organisations just show you the way and they just stay behind but with HOST, this is different. Not only you showed us the right path and goal, you walked with us to reach that goal. Incredible"

Participant organisation

to lead, to engage in partnerships, engage with funders and work with mainstream providers among other outcomes in the program theory. The quote above summarises the value of the program from a CIP participant organisation. The quote indicates that communities most value the opportunity to work alongside HOST as they work through their journey towards their goals rather than just receiving incidental support, advice and training. The evaluation data clearly shows that the coaching approach used in the CIP builds confidence and increases impact on communities over time through a partnership over time.

Another key determinant in the program theory operating across all components

appears to be the partnership approach established through the **delivery of consistent and ongoing coaching and co-design support over a longer period of time.**

There is strong evidence to suggest that organisations involved in the program for a shorter period of time may not be able to see the same benefits enjoyed by organisations engaged in the program for a longer and more consistent amount of time.

Data analysis demonstrated that organisations engaged in the program for more than 1.25 years had significantly better outcomes across all components and groups. This suggests that capacity building needs to be relational and sustained over time rather than being delivered in one off or short term interventions. The work over time facilitates more sustainable outcomes for communities and facilitates social cohesion.

This has significant implications for program design and participant and donor/funder expectation management.

Developing skills and knowledge

It is evident that the HOST CIP model has had a positive impact on participating organisations, particularly in developing individuals' awareness, knowledge and skills which has resulted in a significant confidence increase for participants, particularly for those who have been in the project the longest.

Similarly, program records and confirmation from participant organisations linked the outcomes identified with the HOST CIP program theory assumption that by

delivering training and ongoing coaching support, learning outcomes are amplified which in turn increased confidence and motivation to use those skills independently in practice.

Feedback from organisations involved not only demonstrated their gain in learning outcomes but also the linkages to other outcomes such as confidence, empowerment, validation, decision making, and ability to do things independently.

Co-design solutions

Outcomes are indicative that organisations have indeed participated and engaged to develop solutions that are relevant to their communities in terms of planning and supporting documentation to facilitate their organisations' development. Furthermore, some organisations have demonstrated changing their practice and utilising the documents and structures developed.

For example, some organisations received certificates of incorporation, developed recruitment processes, applied for grant funding and recruited staff members.

Similarly, organisations secured funding that in turn influenced the services to be delivered by the organisation as seen in the Zomi Community (page 26) testimonial.

The influence of the HOST CIP program has been linked to co-design outcomes by SETS organisations in their feedback and the online questionnaire, therefore, sustaining the HOST Program Theory assumption that by applying co-designed activities and processes, participating organisations will have control of their developmental growth which in turn will increase confidence and ownership to operate independently using their self-developed systems and process.

Unfortunately, this approach is rarely available due to funding limitations.

Activating community capabilities

Evidence from the program records showed high levels of contact (1076) and interactions (2445) were made to develop relationships with other services (excluding referrals). In addition survey results from participants confirmed that participant organisations are now connecting with other agencies and are building strong relationships with other service providers, linking the outcome results to the HOST CIP Program.

By activating community partnerships and networks, participating organisations identified, engaged and participated in activities supporting refugee inclusion in their communities. Furthermore, organisations such as the DISKA's Karate Association (page 20) are also supporting local and mainstream communities potentially influencing an increase in broader social cohesion.

Communities need support to build 'bridges' between groups that facilitates cohesion and maximises resources available to new and emerging communities. Participants in the program have clearly demonstrated increased engagement both within and outside their ethnic community and are more empowered to see how their activities can benefit more. It is significant that this outcome is seen to be strengthened by increases in confidence and the co-design approach.

Lessons learned

Community capacity building is critical to support new and emerging communities to establish strong foundations and to thrive in their new home. Ethno-specific organisations provide critical and essential supports to newcomers that are often unfunded and disconnected. By investing in these groups and their leaders through programs like the HOST CIP, newcomers will receive greater supports and organisations will be more collaborative and professional in their approach. Communities will also be more cohesive and solution focussed.

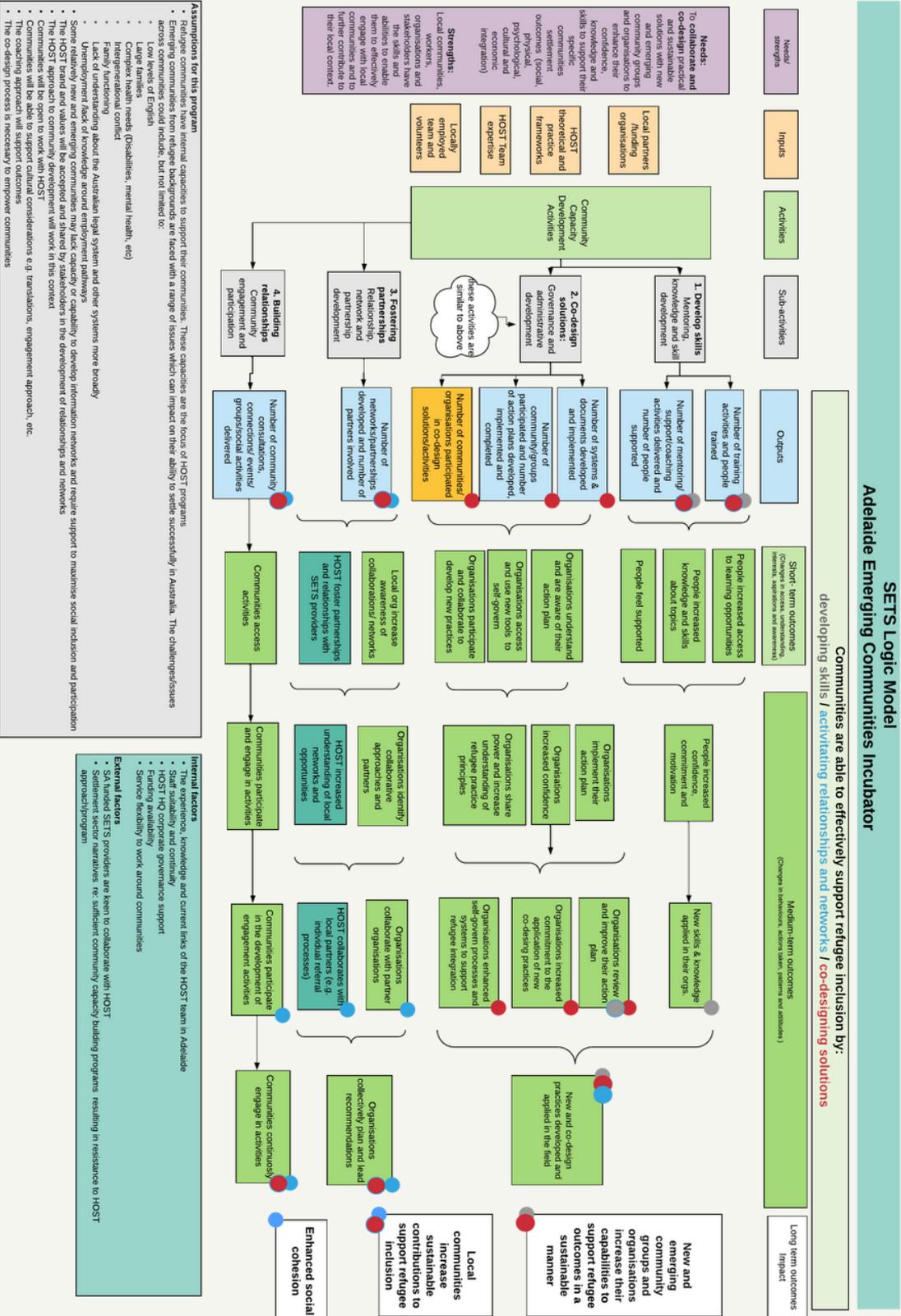
Therefore there are important lessons to be learned from the HOST CIP that can be applied in other contexts where migrants and refugees are settling. Whilst this evaluation has demonstrated positive outcomes from the approach there is value in undertaking further qualitative analysis to best understand what aspects of the program are most influential on outcomes achieved and to consider replication in other contexts.

It is also important for Governments and other donors to review spending on community capacity building activities as funding for such programs across all levels of government have declined significantly over the previous decades. Communities must be adequately supported to facilitate and sustain inclusion through formal and informal support structures.



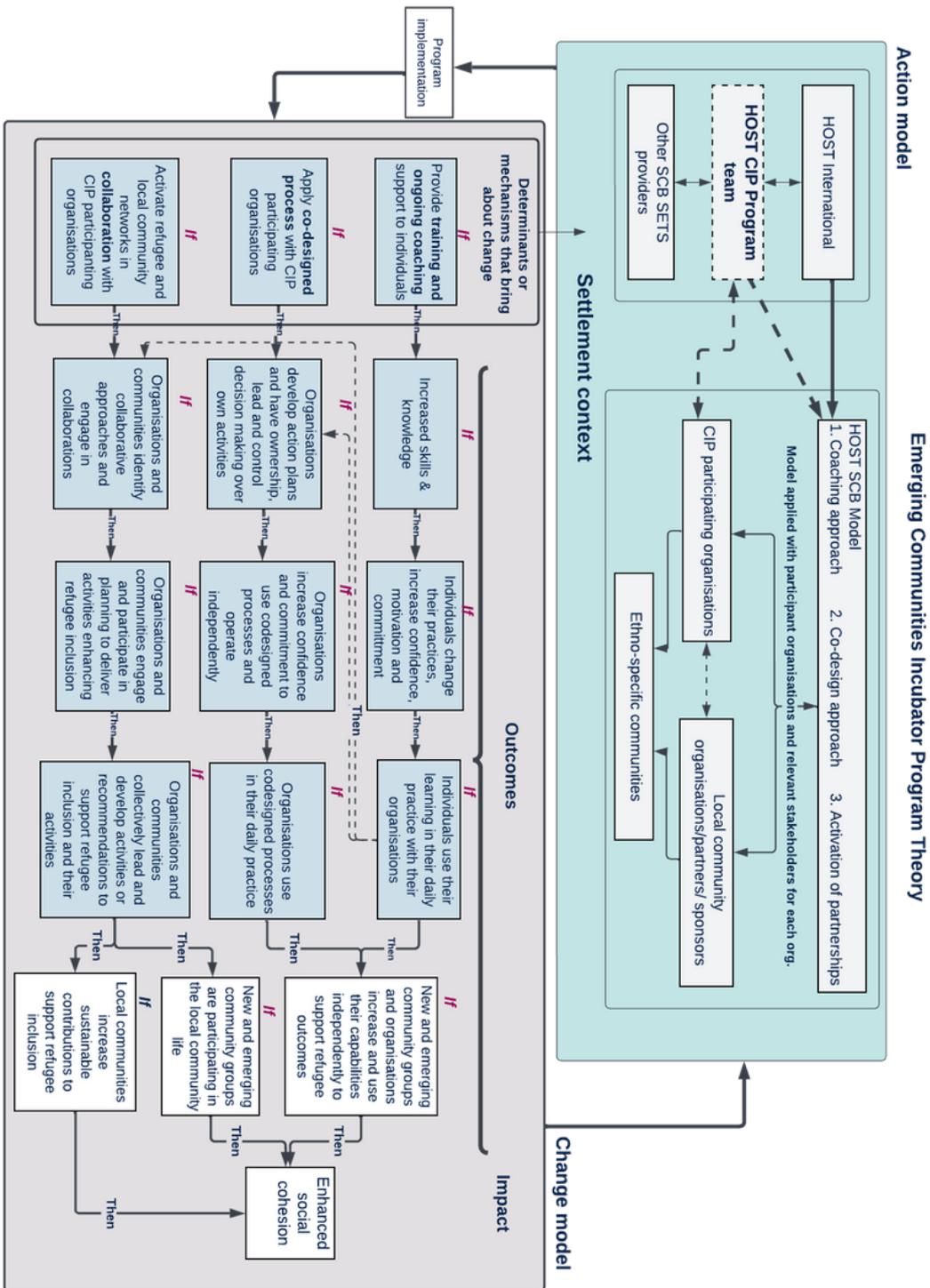
Appendix 1

HOST Emerging Communities Incubator Logic Model



Appendix 2

HOST Emerging Communities Incubator Program Theory



Appendix 3

Developing skills and knowledge Measurement

TRAINING

Training participants responded to a retrospective pre-post survey at each training activity. The reason for using this survey was the ability to capture knowledge, skills and attitudes for a one-off training activity appropriate for adult learning settings. The pre-post assessments were captured at the end of each training activity aiming to avoid participants overestimation of their abilities.

205 data points were recorded, however, only 188 data points were used due to missing pre or post values. Hence, only 94 complete pre and post measures were used.

Both surveys included the same questions using a 5-point Likert scale (1-Very Low; 2-Low, 3-Medium, 4-High, 5-Very High). The surveys intended to measure the below changes:

- Skill and knowledge about the training topic
- Awareness and understanding of the training topic
- Confidence level to use skills learnt
- Motivation level to use the skills learnt
- Commitment level to use the skills learnt

Table 2

		Paired Samples Test						Significance		
		Paired Differences			95% Confidence Interval of the Difference		t	df	One-Sided p	Two-Sided p
		Mean	Std. Deviation	Std. Error Mean	Lower	Upper				
Pair 1	1.2 SKILL AND KNOWLEDGE - 1.2 SKILL AND KNOWLEDGE2	-1.330	1.010	.104	-1.537	-1.123	-12.771	93	<.001	<.001
Pair 2	1.1 AWARENESS AND UNDERSTANDING - 1.1 AWARENESS AND UNDERSTANDING2	-1.277	.944	.097	-1.470	-1.083	-13.117	93	<.001	<.001
Pair 3	1.3 CONFIDENCE - 1.3 CONFIDENCE2	-1.245	1.114	.115	-1.473	-1.017	-10.835	93	<.001	<.001
Pair 4	1.3 MOTIVATION - 1.3 MOTIVATION2	-1.149	1.077	.111	-1.370	-.928	-10.341	93	<.001	<.001
Pair 5	1.4 COMMITMENT - 1.4 COMMITMENT2	-1.223	1.018	.105	-1.432	-1.015	-11.656	93	<.001	<.001

The convention is that the p-value should be smaller than or equal to 0.05 for the value of t to be significant

A paired sample T-test was computed on SPSS to compare pre and post-tests.

Table 1, illustrates that mean scores are higher for each outcome measured in the post test measure.

Table 2, highlights that a repeated measures t-test found the above differences to be statistically significant across all outcomes.

Table 1

T-Test

		Paired Samples Statistics			
		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	1.2 SKILL AND KNOWLEDGE	2.98	94	1.037	.107
	1.2 SKILL AND KNOWLEDGE2	4.31	94	.672	.069
Pair 2	1.1 AWARENESS AND UNDERSTANDING	3.06	94	.993	.102
	1.1 AWARENESS AND UNDERSTANDING2	4.34	94	.648	.067
Pair 3	1.3 CONFIDENCE	3.02	94	1.077	.111
	1.3 CONFIDENCE2	4.27	94	.750	.077
Pair 4	1.3 MOTIVATION	3.22	94	1.156	.119
	1.3 MOTIVATION2	4.37	94	.703	.073
Pair 5	1.4 COMMITMENT	3.16	94	1.091	.112
	1.4 COMMITMENT2	4.38	94	.705	.073

Appendix 4

Developing skills and knowledge Measurement

COACHING

The coaching process was measured over time by workers using a 7 question survey. The survey used a 5-point Likert scale (1=low, 2=basic, 3=moderate, 4=good, 5=optimal) to assess individuals capacities. The survey measured the following outcomes:

- Understanding and awareness about refugee practice
- Skills and knowledge about refugee practice
- Confidence and motivation to use their current skills
- Commitment to support refugee inclusion activities
- Ability to access training or skill development activities
- Participation and engagement in training or skill development activities

Data was collected from the 1 July 2019 - 1 May 2022 and was recorded by workers every three months for all 20 participant groups and individual participants (123).

Table 3 illustrates the numbers of participants and measures per group. This table also illustrate those organisations that have been with the program the longest (more measures).

Overall, 629 data points were considered including 10 repeated measures for those organisations participating in the program the longest. Also, changes in the groups membership resulted in some attrition over time.

Table 3

Group_name * Number of measures or wave Crosstabulation

Count		Number of measures or wave										Total
		1	2	3	4	5	6	7	8	9	10	
Group_name	Group 1	11	11	11	11	11	9	3	3	1	1	72
	Group 10	1	1	1	1	1	1	0	0	0	0	6
	Group 11	2	2	0	0	0	0	0	0	0	0	4
	Group 12	11	11	10	6	3	0	0	0	0	0	41
	Group 13	7	7	7	7	7	0	0	0	0	0	35
	Group 14	5	5	5	5	5	0	0	0	0	0	25
	Group 15	6	3	3	0	0	0	0	0	0	0	12
	Group 16	7	7	7	7	0	0	0	0	0	0	28
	Group 17	3	3	0	0	0	0	0	0	0	0	6
	Group 18	4	0	0	0	0	0	0	0	1	0	5
	Group 19	8	0	0	0	0	0	0	0	0	0	8
	Group 2	12	12	12	12	12	11	11	11	6	1	100
	Group 20	1	0	0	0	0	0	0	0	0	0	1
	Group 3	11	11	11	11	10	10	7	7	0	0	78
	Group 4	3	3	3	0	0	0	0	0	0	0	9
	Group 5	5	5	5	5	5	5	5	5	5	0	45
	Group 6	6	6	6	4	4	3	3	2	0	0	34
	Group 7	6	6	3	1	1	1	1	1	0	0	20
	Group 8	6	6	6	6	5	5	0	0	0	0	34
	Group 9	8	8	8	8	8	8	8	5	5	0	66
	Total	123	107	98	84	72	53	38	34	18	2	629

*21 groups were reported on the overall number of organisations, however, 20 groups were considered for the entire evaluation due to one joining at the time of the study, hence excluded from the analysis.

Developing skills and knowledge Measurement

COACHING

A correlation coefficient analysis was computed on SPSS to analyse the difference between the time organisations were involved in the program and the above learning outcomes.

Strong and statistically significant relationships in terms of awareness and understanding ($r=0.51, p<.001$) as well as skills and knowledge ($r=0.50, p<.001$) were identified in the overall analysis (table 4). This correlation is illustrated in graph No 1.

Table 4

		Correlations						
		Number of measures or wave	1.1 AWARENESS AND UNDERSTANDING	1.2 SKILL AND KNOWLEDGE	1.3 CONFIDENCE	1.4 COMMITMENT	1.5 ACCESS	1.5 PARTICIPATION AND ENGAGEMENT
Number of measures or wave	Pearson Correlation	--						
	N	629						
1.1 AWARENESS AND UNDERSTANDING	Pearson Correlation	.515**	--					
	Sig. (2-tailed)	<.001						
	N	629	629					
1.2 SKILL AND KNOWLEDGE	Pearson Correlation	.501**	.960**	--				
	Sig. (2-tailed)	<.001	.000					
	N	629	629	629				
1.3 CONFIDENCE	Pearson Correlation	.427**	.853**	.857**	--			
	Sig. (2-tailed)	<.001	<.001	<.001				
	N	629	629	629	629			
1.4 COMMITMENT	Pearson Correlation	.433**	.821**	.808**	.896**	--		
	Sig. (2-tailed)	<.001	<.001	<.001	<.001			
	N	629	629	629	629	629		
1.5 ACCESS	Pearson Correlation	.377**	.794**	.794**	.776**	.777**	--	
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001		
	N	629	629	629	629	629	629	
1.5 PARTICIPATION AND ENGAGEMENT	Pearson Correlation	.378**	.763**	.763**	.788**	.793**	.931**	--
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	
	N	629	629	629	629	629	629	629

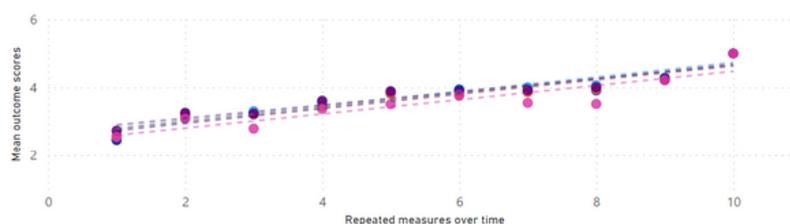
** . Correlation is significant at the 0.01 level (2-tailed).

Graph 1: Individual (coaching) learning outcomes over time

Worker individual assessment

Outcome

- 1.1 Increase awareness and understanding about refugee in...
- 1.2 Enhance skills and knowledge about refugee inclusion p...
- 1.3 Increase confidence and motivation to use skills and kno...
- 1.4 Increase commitment to support refugee inclusion activi...
- 1.5 Increase access, participation and engagement in emplo...



*21 groups were reported on the overall number of organisations, however, 20 groups were considered for the entire evaluation due to one joining at the time of the study, hence excluded from the analysis.

Developing skills and knowledge Measurement

COACHING

A comparison was made to identify whether there was a relationship between organisations involved in the program for over 1.25 years compared to organisations engaged for less or equal to 1.25 years. Therefore, groups were divided at 5 measures.

The cutoff point was chosen to illustrate a relatively short period of intervention against a more consistent approach. Tables 5 and 6 illustrate data points per comparison group and their breakdown.

The comparison analysis (table 7) indicates a significant and stronger relationship for organisations involved in the program for over 1.25 years highlighting important changes in individuals' confidence ($r=0.50, p<.001$) and awareness and understanding ($r=0.59, p<.001$) outcomes.

Table 5

Groups split at 5 waves

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Up to 5 waves	165	26.2	26.2	26.2
More than 5 waves	464	73.8	73.8	100.0
Total	629	100.0	100.0	

Table 6

Group_Cat * Groups split at 5 waves Crosstabulation

Count

Group_Cat	Groups split at 5 waves		Total
	Up to 5 waves	More than 5 waves	
Group 1	0	72	72
Group 10	0	6	6
Group 11	4	0	4
Group 12	41	0	41
Group 13	35	0	35
Group 14	25	0	25
Group 15	12	0	12
Group 16	28	0	28
Group 17	6	0	6
Group 18	5	0	5
Group 19	8	0	8
Group 2	0	100	100
Group 20	1	0	1
Group 3	0	78	78
Group 4	0	9	9
Group 5	0	45	45
Group 6	0	34	34
Group 7	0	20	20
Group 8	0	34	34
Group 9	0	66	66
Total	165	464	629

Table 7
Learning outcomes comparison between organisations with less than 1.25 yrs and more than 1.25 yrs.

Correlations

Groups split at 5 waves		Number of measures or wave	1.1 AWARENESS AND UNDERSTANDING	1.2 SKILL AND KNOWLEDGE	1.3 CONFIDENCE	1.4 COMMITMENT	1.5 ACCESS	1.5 PARTICIPATION AND ENGAGEMENT
Up to 5 waves	Number of measures or wave	--						
	N	165						
	1.1 AWARENESS AND UNDERSTANDING	Pearson Correlation	.368**					
		Sig. (2-tailed)	<.001					
	N	165	165					
	1.2 SKILL AND KNOWLEDGE	Pearson Correlation	.344**	.968**				
		Sig. (2-tailed)	<.001	<.001				
	N	165	165	165				
	1.3 CONFIDENCE	Pearson Correlation	.257**	.919**	.903**			
		Sig. (2-tailed)	<.001	<.001	<.001			
N	165	165	165	165				
1.4 COMMITMENT	Pearson Correlation	.300**	.871**	.861**	.898**			
	Sig. (2-tailed)	<.001	<.001	<.001	<.001			
N	165	165	165	165	165			
1.5 ACCESS	Pearson Correlation	.250**	.772**	.762**	.763**	.789**		
	Sig. (2-tailed)	.001	<.001	<.001	<.001	<.001		
N	165	165	165	165	165	165		
1.5 PARTICIPATION AND ENGAGEMENT	Pearson Correlation	.259**	.754**	.741**	.771**	.823**	.925**	
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	
N	165	165	165	165	165	165	165	
More than 5 waves	Number of measures or wave	--						
	N	464						
	1.1 AWARENESS AND UNDERSTANDING	Pearson Correlation	.595**					
		Sig. (2-tailed)	<.001					
	N	464	464					
	1.2 SKILL AND KNOWLEDGE	Pearson Correlation	.587**	.958**				
		Sig. (2-tailed)	<.001	<.001				
	N	464	464	464				
	1.3 CONFIDENCE	Pearson Correlation	.506**	.830**	.840**			
		Sig. (2-tailed)	<.001	<.001	<.001			
N	464	464	464	464				
1.4 COMMITMENT	Pearson Correlation	.473**	.808**	.793**	.899**			
	Sig. (2-tailed)	<.001	<.001	<.001	<.001			
N	464	464	464	464	464			
1.5 ACCESS	Pearson Correlation	.434**	.804**	.808**	.782**	.773**		
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001		
N	464	464	464	464	464	464		
1.5 PARTICIPATION AND ENGAGEMENT	Pearson Correlation	.432**	.768**	.774**	.795**	.782**	.933**	
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	
N	464	464	464	464	464	464	464	

** Correlation is significant at the 0.01 level (2-tailed).

Appendix 5

Measuring the codesign and the development of partnerships

WORKERS ORGANISATIONAL CAPACITY ASSESSMENT

To examine co-design and partnership outcomes, HOST workers assessed each organisation as a group on a quarterly basis since the participant organisations joined the program. Workers responded to 8 questions using a Likert scale (1–Low; 2–Basic, 3–Moderate, 4–Good, 5–Optimal) to assess the group changes in terms of co-design and partnership outcomes. The results of this analysis is divided in the report for clarity.

The information was analysed in SPSS using Pearson correlation coefficient to examine the relationship between co-design and partnership outcomes and the time organisations were involved in the HOST CIP program. Table 8 illustrates the numbers of measures per group. This table also illustrates those organisations that have been with the program the longest (more measures).

Outcomes assessed with this instrument included

- Increase participation and engagement in designing appropriate solutions for their local context
- Increase access and use of codesign systems, resources and tools
- Increase understanding and confidence in delivering refugee services
- Increase commitment to apply co-design systems, resources and tools
- Identify, participate and engage with key partners and entities involved in supporting refugee inclusion (in particular refugees themselves)
- Foster and build consensus with key partners and entities involved in supporting refugee inclusion
- Lead and voice recommendations or/decisions in collaboration with key partners and entities involved in supporting refugee inclusion
- Participate in collaborative planning to support refugee inclusion.

Table 8

Group_Name * Number of measure or wave Crosstabulation

Count

		Number of measure or wave									Total
		1	2	3	4	5	6	7	8	9	
Group_Name	Group 1	1	1	1	1	1	1	1	1	1	9
	Group 10	1	1	1	1	1	0	0	0	0	5
	Group 11	1	1	0	0	0	0	0	0	0	2
	Group 12	1	1	1	1	1	0	0	0	0	5
	Group 13	1	1	1	1	1	0	0	0	0	5
	Group 14	1	1	1	1	1	0	0	0	0	5
	Group 15	1	1	1	0	0	0	0	0	0	3
	Group 16	1	1	1	1	0	0	0	0	0	4
	Group 17	1	1	0	0	0	0	0	0	0	2
	Group 18	1	0	0	0	0	0	0	0	0	1
	Group 19	1	0	0	0	0	0	0	0	0	1
	Group 2	1	1	1	1	1	1	1	1	1	9
	Group 20	1	0	0	0	0	0	0	0	0	1
	Group 3	1	1	1	1	1	1	1	1	0	8
	Group 4	1	1	1	0	0	0	0	0	0	3
	Group 5	1	1	1	1	1	1	1	1	1	9
	Group 6	1	1	1	1	1	1	1	1	0	8
	Group 7	1	1	1	1	1	1	1	1	0	8
	Group 8	1	1	1	1	1	0	0	0	0	5
	Group 9	1	1	1	1	1	1	1	1	1	9
Total		20	17	15	13	12	7	7	7	4	102

Measuring the codesign and the development of partnerships

WORKERS' ORGANISATIONAL CAPACITY ASSESSMENT

The overall results from the worker's organisational capacity assessment (N=102) highlight a significant positive relationship between outcomes and the time organisations were involved in the HOST CIP program. In terms of co-design, the strongest relationships include increasing access and use to co-design systems, resources and tools (r=0.548, p<.001), increase understanding

and confidence in delivering refugee services (r=0.542, p<.001) and commitment to apply codesign materials, systems and tools (r=0.540, p<.001).

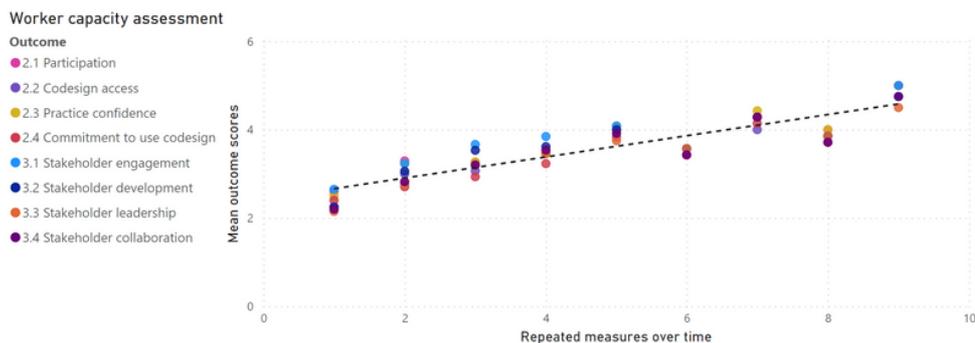
In terms of the development of partnerships, the evidence highlights a significant positive relationship for leading and voicing recommendations or/decisions in collaboration with key partners (r=0.58, p<.001). Correlation results are shown in table 9 and illustration of these results are provided in graph 2.

Table 9

		Correlations									
		Number of measure or wave	2.1 Participation	2.2 Codesign access	2.3 Practice confidence	2.4 Commitment to use codesign	3.1 Stakeholder engagement	3.2 Stakeholder development	3.3 Stakeholder leadership	3.4 Stakeholder collaboration	
Number of measure or wave	Pearson Correlation	--									
	N	102									
2.1 Participation	Pearson Correlation	.485**	--								
	Sig. (2-tailed)	<.001									
2.2 Codesign access	Pearson Correlation	.548**	.875**	--							
	Sig. (2-tailed)	<.001	<.001								
2.3 Practice confidence	Pearson Correlation	.542**	.858**	.787**	--						
	Sig. (2-tailed)	<.001	<.001	<.001							
2.4 Commitment to use codesign	Pearson Correlation	.540**	.837**	.892**	.759**	--					
	Sig. (2-tailed)	<.001	<.001	<.001	<.001						
3.1 Stakeholder engagement	Pearson Correlation	.470**	.813**	.800**	.823**	.779**	--				
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001					
3.2 Stakeholder development	Pearson Correlation	.556**	.860**	.844**	.852**	.809**	.905**	--			
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001				
3.3 Stakeholder leadership	Pearson Correlation	.589**	.844**	.809**	.868**	.810**	.838**	.915**	--		
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001			
3.4 Stakeholder collaboration	Pearson Correlation	.534**	.828**	.779**	.836**	.775**	.828**	.874**	.906**	--	
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001		
	N	102	102	102	102	102	102	102	102	102	

** Correlation is significant at the 0.01 level (2-tailed).

Graph 2: Codesign and partnership outcomes over time



Measuring the co-design and the development of partnerships

WORKERS' ORGANISATIONAL CAPACITY ASSESSMENT

A comparison was made to identify whether there was a relationship between organisations involved in the program for over 1.25 years compared to organisations engaged for less or equal to 1.25 years. Therefore, groups were divided at 5 measures.

The cutoff point was chosen to illustrate a relative short period of intervention against a more consistent approach and also to be consistent with the period chosen to assess individual capacity. Table 10 and 11 illustrate data points per comparison group and their breakdown.

A comparison analysis was carried out to assess the relationships between organisations involved in the program for over 1.25 years compared to organisations engaged for less or equal to 1.25 years.

The analysis indicates a significant increase for "understanding and confidence delivering refugee services ($r=0.67, p<.001$) and organisations involved in the program for a longer period of time.

A similar increase was identified for "participation and engagement in designing appropriate solutions for their own context" ($r=0.64, p<.001$) while "access and use co-design systems, resources and tools" was the strongest outcome ($r=0.71, p<.001$)

Table 12, illustrate the comparison.

Table 10

		Up to 5 waves			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 5	42	41.2	41.2	41.2
	More than 5	60	58.8	58.8	100.0
Total		102	100.0	100.0	

Table 11

Group_Cat * Up to 5 waves Crosstabulation				
Count		Up to 5 waves		Total
		Up to 5	More than 5	
Group_Cat	Group 1	0	9	9
	Group 10	5	0	5
	Group 11	2	0	2
	Group 12	5	0	5
	Group 13	5	0	5
	Group 14	5	0	5
	Group 15	3	0	3
	Group 16	4	0	4
	Group 17	2	0	2
	Group 18	1	0	1
	Group 19	1	0	1
	Group 2	0	9	9
	Group 20	1	0	1
	Group 3	0	8	8
	Group 4	3	0	3
	Group 5	0	9	9
	Group 6	0	8	8
	Group 7	0	8	8
	Group 8	5	0	5
	Group 9	0	9	9
Total		42	60	102

Measuring the codesign and the development of partnerships

Table 12

Correlations

Up to 5 waves = Up to 5

		Correlations ^a									
		Number of measure or wave	2.1 Participation	2.2 Codesign access	2.3 Practice confidence	2.4 Commitment to use codesign	3.1 Stakeholder engagement	3.2 Stakeholder development	3.3 Stakeholder leadership	3.4 Stakeholder collaboration	
Number of measure or wave	Pearson Correlation	--									
	N	42									
2.1 Participation	Pearson Correlation	.431**	--								
	Sig. (2-tailed)	.004									
2.2 Codesign access	N	42	42								
	Pearson Correlation	.546**	.809**	--							
2.3 Practice confidence	Sig. (2-tailed)	<.001	<.001								
	N	42	42	42							
2.4 Commitment to use codesign	Pearson Correlation	.419**	.834**	.781**	--						
	Sig. (2-tailed)	.006	<.001	<.001							
3.1 Stakeholder engagement	N	42	42	42	42						
	Pearson Correlation	.533**	.751**	.903**	.702**	--					
3.2 Stakeholder development	Sig. (2-tailed)	<.001	<.001	<.001	<.001						
	N	42	42	42	42	42					
3.3 Stakeholder leadership	Pearson Correlation	.455**	.780**	.792**	.771**	.838**	--				
	Sig. (2-tailed)	.002	<.001	<.001	<.001	<.001	<.001				
3.4 Stakeholder collaboration	N	42	42	42	42	42	42				
	Pearson Correlation	.577**	.810**	.838**	.785**	.822**	.901**	--			
3.1 Stakeholder engagement	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001				
	N	42	42	42	42	42	42	42			
3.2 Stakeholder development	Pearson Correlation	.549**	.819**	.782**	.855**	.769**	.823**	.888**	--		
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001		
3.3 Stakeholder leadership	N	42	42	42	42	42	42	42	42		
	Pearson Correlation	.491**	.794**	.734**	.796**	.678**	.757**	.787**	.868**	--	
3.4 Stakeholder collaboration	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	
	N	42	42	42	42	42	42	42	42	42	

** Correlation is significant at the 0.01 level (2-tailed).

a. Up to 5 waves = Up to 5

Up to 5 waves = More than 5

		Correlations ^a									
		Number of measure or wave	2.1 Participation	2.2 Codesign access	2.3 Practice confidence	2.4 Commitment to use codesign	3.1 Stakeholder engagement	3.2 Stakeholder development	3.3 Stakeholder leadership	3.4 Stakeholder collaboration	
Number of measure or wave	Pearson Correlation	--									
	N	60									
2.1 Participation	Pearson Correlation	.643**	--								
	Sig. (2-tailed)	<.001									
2.2 Codesign access	N	60	60								
	Pearson Correlation	.715**	.917**	--							
2.3 Practice confidence	Sig. (2-tailed)	<.001	<.001								
	N	60	60	60							
2.4 Commitment to use codesign	Pearson Correlation	.672**	.876**	.797**	--						
	Sig. (2-tailed)	<.001	<.001	<.001							
3.1 Stakeholder engagement	N	60	60	60	60						
	Pearson Correlation	.651**	.889**	.888**	.790**	--					
3.2 Stakeholder development	Sig. (2-tailed)	<.001	<.001	<.001	<.001						
	N	60	60	60	60	60					
3.3 Stakeholder leadership	Pearson Correlation	.558**	.838**	.810**	.854**	.743**	--				
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001				
3.4 Stakeholder collaboration	N	60	60	60	60	60	60				
	Pearson Correlation	.668**	.891**	.850**	.892**	.801**	.907**	--			
3.1 Stakeholder engagement	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001				
	N	60	60	60	60	60	60	60			
3.2 Stakeholder development	Pearson Correlation	.679**	.868**	.838**	.875**	.836**	.848**	.934**	--		
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001		
3.3 Stakeholder leadership	N	60	60	60	60	60	60	60	60		
	Pearson Correlation	.650**	.853**	.813**	.860**	.834**	.874**	.928**	.930**	--	
3.4 Stakeholder collaboration	Sig. (2-tailed)	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	
	N	60	60	60	60	60	60	60	60	60	

** Correlation is significant at the 0.01 level (2-tailed).

a. Up to 5 waves = More than 5

Appendix 6

Measuring the codesign and the development of partnerships

ORGANISATIONS' CAPACITY SELF-ASSESSMENT

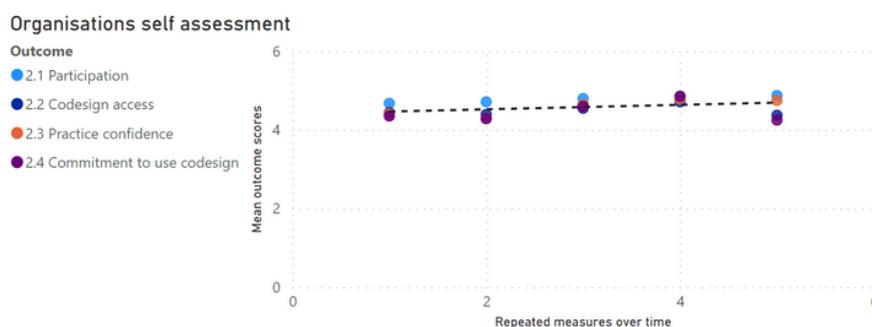
Participant organisations self-assessed their organisation as a group every six months since they joined the program. The reason to measure organisations after six months and not three was to avoid survey fatigue and additional workload for workers who distribute the surveys. The capacity self-assessment is comprised of 13 questions including open-ended questions for direct feedback/comments and closed-ended questions to measure the same co-design and partnerships outcomes as above. Self-assessments are completed online by organisations.

The data from the survey instrument was analysed in SPSS using Pearson correlation coefficient. The results show weak and no relationships between the outcomes in this section and the time organisations were involved in the HOST CIP program. A small relationship was identified for confidence in delivering refugee services ($r=0.28$, $p<.04$), although this relationship is not strong, hence, inconclusive and not relevant to study further.

The organisations' self-assessment results indicated a consistent positive self-assessment across repeated measures than those done by workers, with only (84) 18% of the 469 data points including rating 2–Basic and 3–Moderate. Similarly, no 1-low capacity rating was recorded for participant organisations' self-assessed results. Therefore, these results are not used in the evaluation analysis

Table 13 outlines no correlation or significant relationships between the time organisations participated in the program and the outcomes self assessed. Graph 3 illustrates these results.

Graph 3: Codesign and partnership outcomes over time



Measuring the co-design and the development of partnerships

Table 13

		Correlations									
		Number of measure or wave	2.1 Participation	2.2 Codesign access	2.3 Practice confidence	2.4 Commitment to use codesign	3.1 Stakeholder engagement	3.2 Stakeholder development	3.3 Stakeholder leadership	3.4 Stakeholder collaboration	3.5 Satisfaction
Number of measure or wave	Pearson Correlation	--									
	N	52									
2.1 Participation	Pearson Correlation	.199	--								
	Sig. (2-tailed)	.156									
	N	52	52								
2.2 Codesign access	Pearson Correlation	.096	.531**	--							
	Sig. (2-tailed)	.496	<.001								
	N	52	52	52							
2.3 Practice confidence	Pearson Correlation	.282*	.646**	.628**	--						
	Sig. (2-tailed)	.043	<.001	<.001							
	N	52	52	52	52						
2.4 Commitment to use codesign	Pearson Correlation	.158	.611**	.716**	.622**	--					
	Sig. (2-tailed)	.264	<.001	<.001	<.001						
	N	52	52	52	52	52					
3.1 Stakeholder engagement	Pearson Correlation	.288*	.463**	.409**	.486**	.588**	--				
	Sig. (2-tailed)	.039	<.001	.003	<.001	<.001					
	N	52	52	52	52	52	52				
3.2 Stakeholder development	Pearson Correlation	.251	.178	.299*	.448**	.318*	.546**	--			
	Sig. (2-tailed)	.072	.207	.031	<.001	.022	<.001				
	N	52	52	52	52	52	52	52			
3.3 Stakeholder leadership	Pearson Correlation	.256	.621**	.541**	.690**	.566**	.618**	.434**	--		
	Sig. (2-tailed)	.068	<.001	<.001	<.001	<.001	<.001	.001			
	N	52	52	52	52	52	52	52	52		
3.4 Stakeholder collaboration	Pearson Correlation	.147	.429**	.392**	.550**	.388**	.492**	.329*	.824**	--	
	Sig. (2-tailed)	.297	.002	.004	<.001	.005	<.001	.017	<.001		
	N	52	52	52	52	52	52	52	52	52	
3.5 Satisfaction	Pearson Correlation	.204	.463**	.474**	.483**	.381**	.000	-.031	.443**	.336*	--
	Sig. (2-tailed)	.147	<.001	<.001	<.001	.005	1.000	.828	<.001	.015	
	N	52	52	52	52	52	52	52	52	52	52

*. Correlation is significant at the 0.05 level (2-tailed).

** . Correlation is significant at the 0.01 level (2-tailed).

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