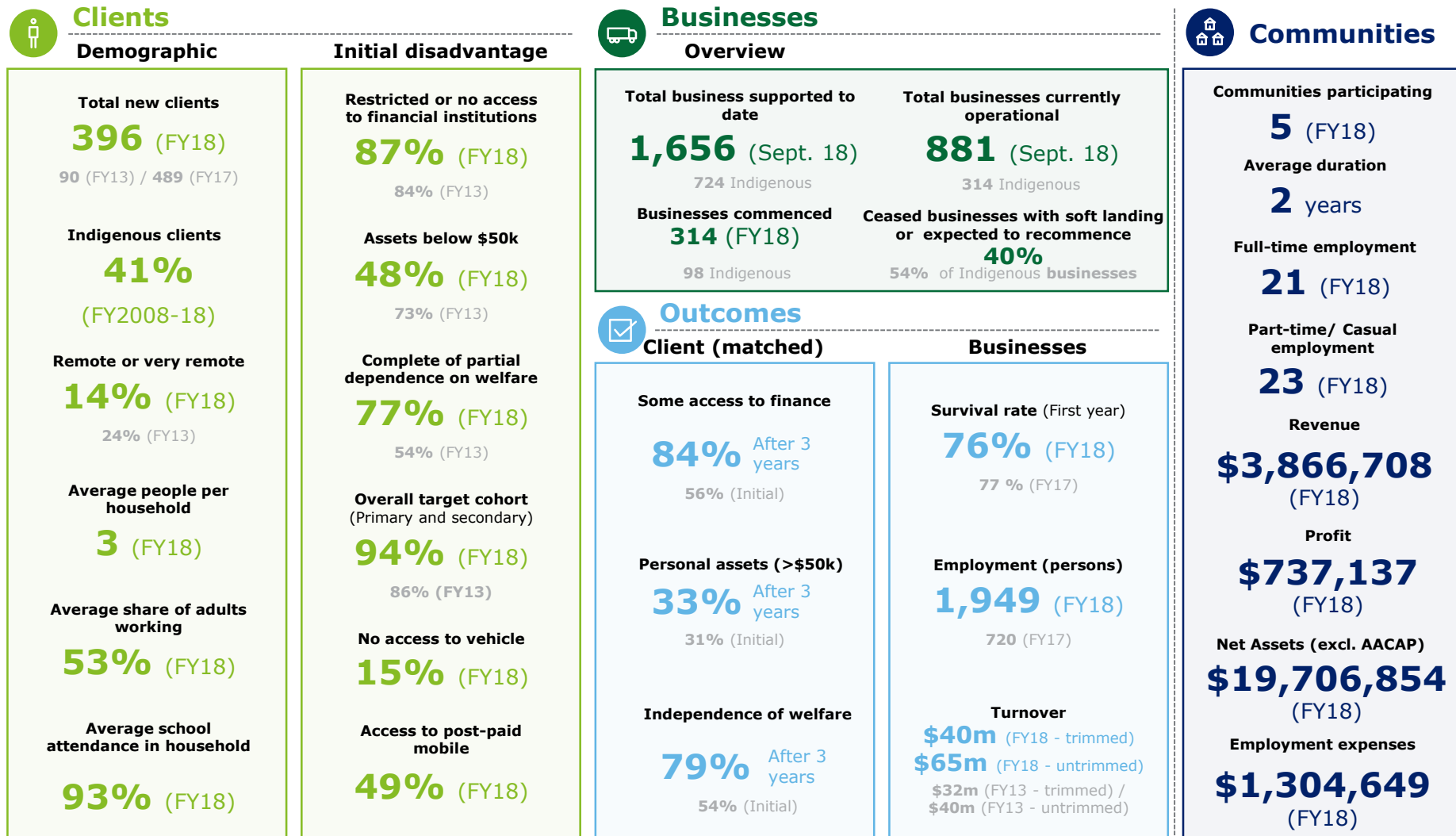


Evaluating Many Rivers' Microenterprise and Community Economic Development Programs

6th Annual Outcomes Evaluation
October 2018

Dashboard

Many Rivers is supporting clients to move out of structural disadvantage, and is now increasingly applying its methods and resources at the community level



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01

The evaluation journey

Many Rivers is on a 10-year journey to understand and strengthen the economic and social value it creates for individuals, their families and wider communities.

- The journey began in 2012 with the development of an evaluation framework to measure the impact of Many Rivers' activities.
- This is the sixth annual evaluation since the framework was developed.
- The journey is involving continuous exploration and discovery, resulting in (along the way):
 - Improved data collection methods
 - More insights into the client experience
 - Refined deployment of Many Rivers resources
 - Broadening of the focus of impact to the community level (i.e. Community Economic Development program).

The evaluation journey

Many Rivers creates economic and social value in a variety of meaningful ways.

Many Rivers services support economic and social value creation through:

1. Reducing 'frictions' in the economy

- This enables better allocation of under-utilised individual and community resources (people, capital and land).
- This is achieved by facilitating access to finance and other enabling resources (e.g. legal support).

2. Building the capacity of Many Rivers' clients

- This enables clients to be more productive in their professional and personal lives.
- This is achieved by clients developing new skills and knowledge, for example, business recording keeping and budget planning, which they use to enhance their social and economic circumstances.

3. Improving the level of social inclusion experienced by Many Rivers' clients

- This is enabled from increased participation in employment and work life.
- This is achieved by supporting clients to overcome barriers to participation in mainstream society, develop a greater sense of self worth and motivation, and adopt a more positive future outlook.

These mechanisms generate value for:

- People involved directly in production – business owners and employees who receive income from the business and participate more in society
- People who consume the goods and services of the business
- Australian communities more broadly through higher tax revenues, reduced burden on the public welfare system and other flow-on benefits.

The evaluation journey

Many Rivers is committed to evaluating its impact.

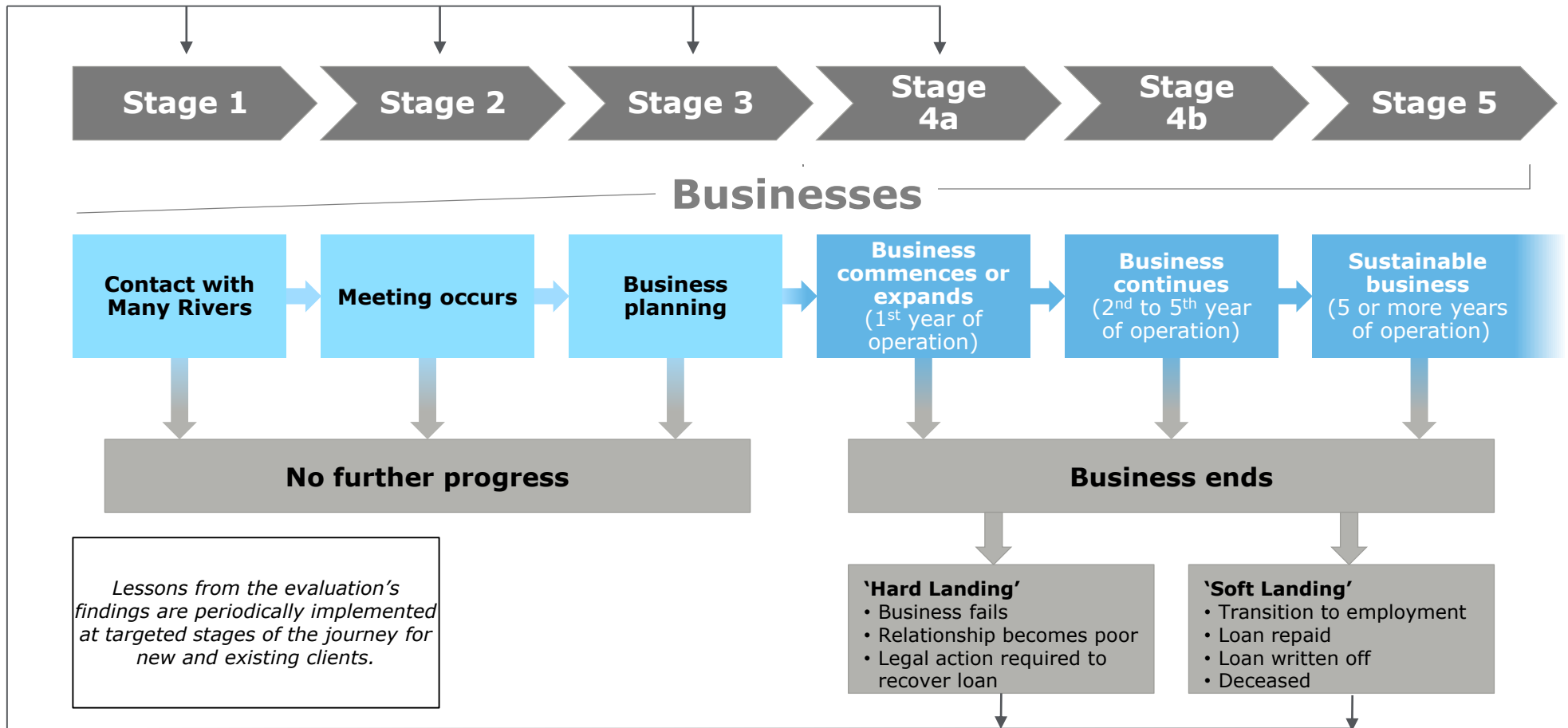
Many Rivers is committed **to a 10-year program** to measure the economic and social value of its activities, and the drivers of success (or otherwise) in that:

- In 2012, Deloitte Access Economics developed an **evaluation framework** to examine the impact of Many Rivers' activities on clients and communities, through supporting the creation of sustainable businesses among marginalised people.
- In 2013, Many Rivers implemented a **comprehensive data tool – 'Compass'** – which embeds data collection for evaluation in their customer relationship management system, enabling a data driven and increasingly innovative understanding of Many Rivers' outcomes.
- From 2014, Many Rivers has collected **Client Stories**, interviewing clients about their journey while working with Many Rivers.
 - These stories provide an additional level of impact fidelity, and understanding of the conditions for success in microenterprise development.
- In 2018, Deloitte Access Economics has undertaken the **6th annual evaluation** to assess the activities and impacts to date
 - As the evaluation focuses on current clients and operating businesses, **the findings represent a lower bound** of the value of Many Rivers' activities (e.g. businesses that have ceased are not counted in the value creation measures).
 - This evaluation is increasingly incorporating community level measures, adding to the definition of disadvantage and identifying new ways to capture other less point-in-time economic values.
 - This year the evaluation includes the reporting of broader social outcomes being achieved by Many Rivers' clients, and the reporting of Many Rivers' Community Economic Development Program.

The evaluation journey

The key stages of the Many Rivers client journey underpin the measurement of outcomes under the MED Program.

Many Rivers seeks to take clients on a journey from 'initial client contact' through to a 'sustainable business'. Over time, this process is enhanced at various stages through the analysis the evaluation presents.



02

Clients



Many Rivers is engaging with clients who experience multiple forms of disadvantage.

- Many Rivers has now engaged with over 5,900 clients across Australia, including nearly 400 new clients in FY18. Of these new clients:
 - 25% are Indigenous (among 118 ethnic backgrounds)
 - 94% initially face some form of disadvantage (as defined for this evaluation)
 - 63% experience a combination of financial exclusion and welfare dependency
 - Indigenous clients demonstrate a higher level of disadvantage across most indicators, with the exception of dependence on welfare
- Many Rivers demonstrates a growing focus on clients who experience financial disadvantage (up from 86% to 94% in the five years to FY18).
 - Many Rivers engages the target cohort in major cities and regional areas more than in remote areas
- Many Rivers now knows more about the personal situation of their clients (in 2018):
 - Around half of Many Rivers' clients are private renters
 - 15% of Many Rivers' clients have no access to a vehicle
 - Less than half of Many Rivers' client have a post-paid mobile phone plan

Clients



Many Rivers seeks to support people experiencing disadvantage to create or expand businesses

- Many Rivers seeks to work with people who **possess the ideas and skills** to establish sustainable businesses, **but lack the necessary financial and/or non-financial support** to do so.
- For the purposes of this evaluation, clients experiencing disadvantage have been characterised as those where **at least one indicator** of '**personal capacity**' and '**financial disadvantage**' applies to them.

Personal capacity	Financial disadvantage
Did not complete high school	Complete or substantial welfare dependence
Sole parent	Assets below \$50,000
Difficulty communicating in English	No or restricted access to financial institutions
Individual with a disability	

- Additionally, the '**primary target clients**' facing disadvantage are those experiencing high levels of both welfare dependence and restricted access to financial institutions.

These categorisations are agreed between clients and Many Rivers.

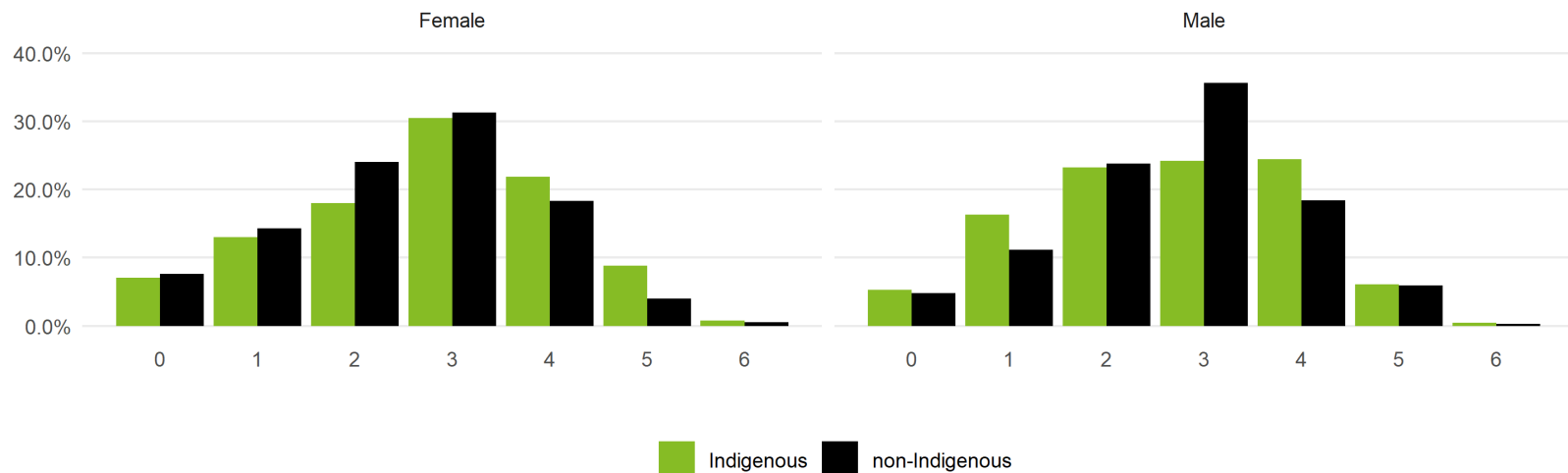
Clients



Clients typically demonstrate multiple indicators of disadvantage

- **53% of Indigenous** (1,295) and **55% of non-Indigenous** (1,141) clients initially face **both personal capacity and financial disadvantage**.
 - About 54% of Indigenous and 57% of non-Indigenous clients initially face three or more disadvantage indicators.
 - Financial disadvantage is significantly more common than personal disadvantage.
 - Indigenous clients and women have a broader distribution of disadvantage, meaning that they are more likely to have either many or few indicators relative to the mean.
 - Clients in Remote and Very Remote regions tend to experience lower levels of disadvantage relative to clients in Urban and Regional areas, with a mean number of indicators of 2 compared to 3. This difference is mostly due to levels of financial disadvantage, where non-remote experience greater disadvantage.

Share of Many Rivers clients by number of disadvantage indicators (FY09-FY18)



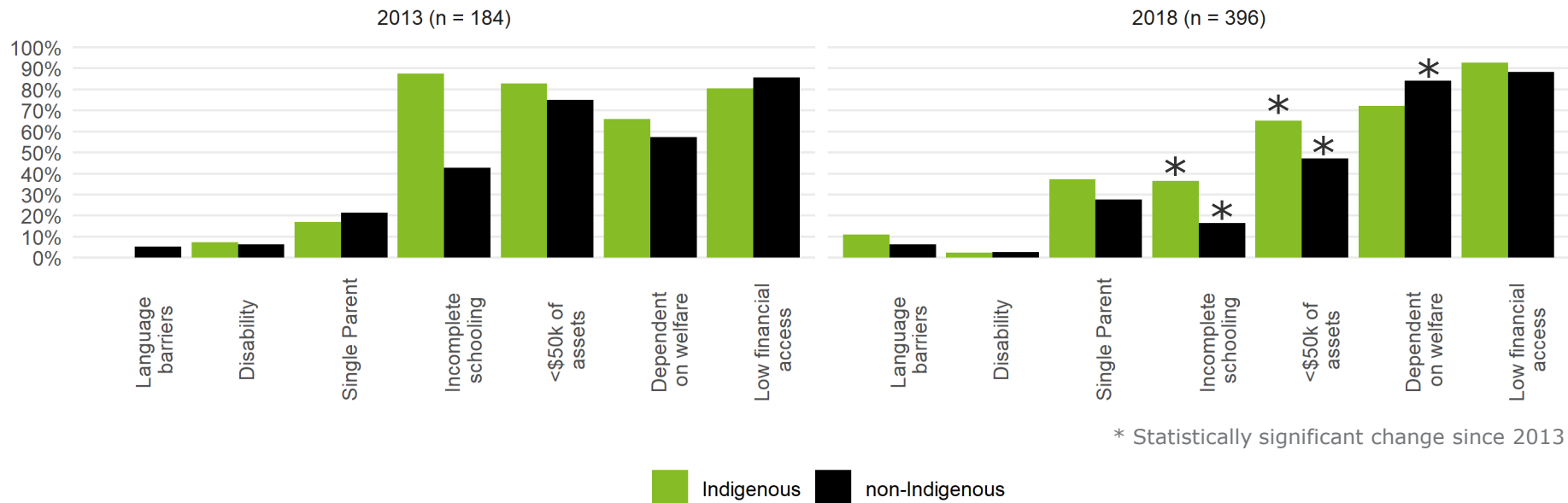
Clients



Indigenous clients demonstrate a higher level of disadvantage across most indicators, with the exception of dependence on welfare.

- Many Rivers clients experience a range of different measures of disadvantage. The most common indicators reported are having poor access to finance, assets below \$50k and being dependent on welfare.
- In 2018, Indigenous clients were more likely, compared to non-Indigenous clients, to experience language barriers, be a single parent, have incomplete schooling, have less than \$50,000 in assets, and have low access to finance.

Share of new Many Rivers clients by type of disadvantage



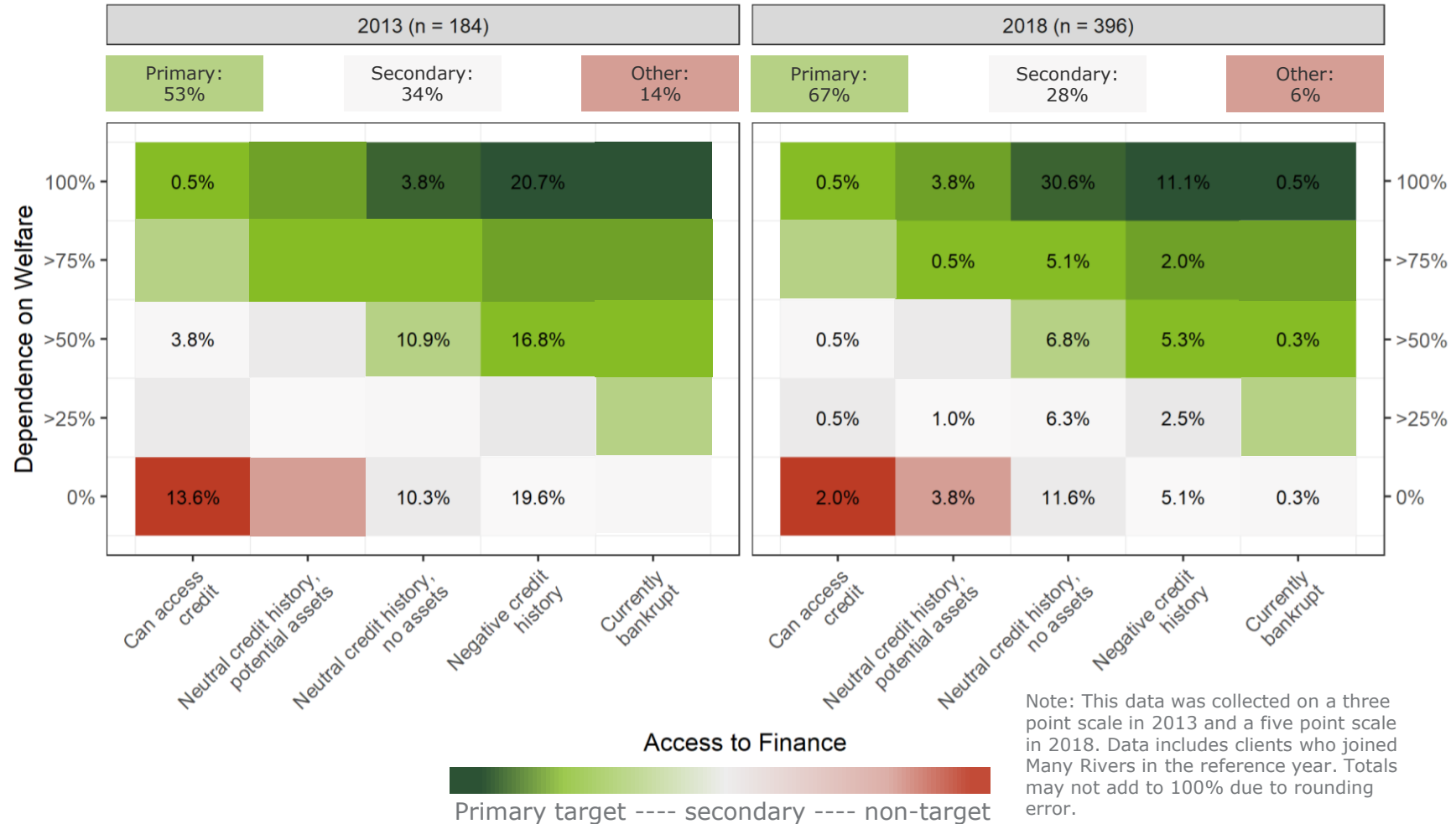
- Also, as of 2018, Many Rivers' clients come from 118 different ethnic backgrounds (compared to 75 different ethnic backgrounds in 2016 and 104 in 2017).
 - 13% of clients (449 out of 3,778) who reported their ethnicity are from outside Australia
 - 5.2% of clients are culturally and linguistically diverse (CALD)

Clients



Many Rivers demonstrates a growing focus on clients who experience financial disadvantage, up from 86% to 94%.

Share of new Many Rivers clients by Dependency on Welfare, Access to Finance (and Year)

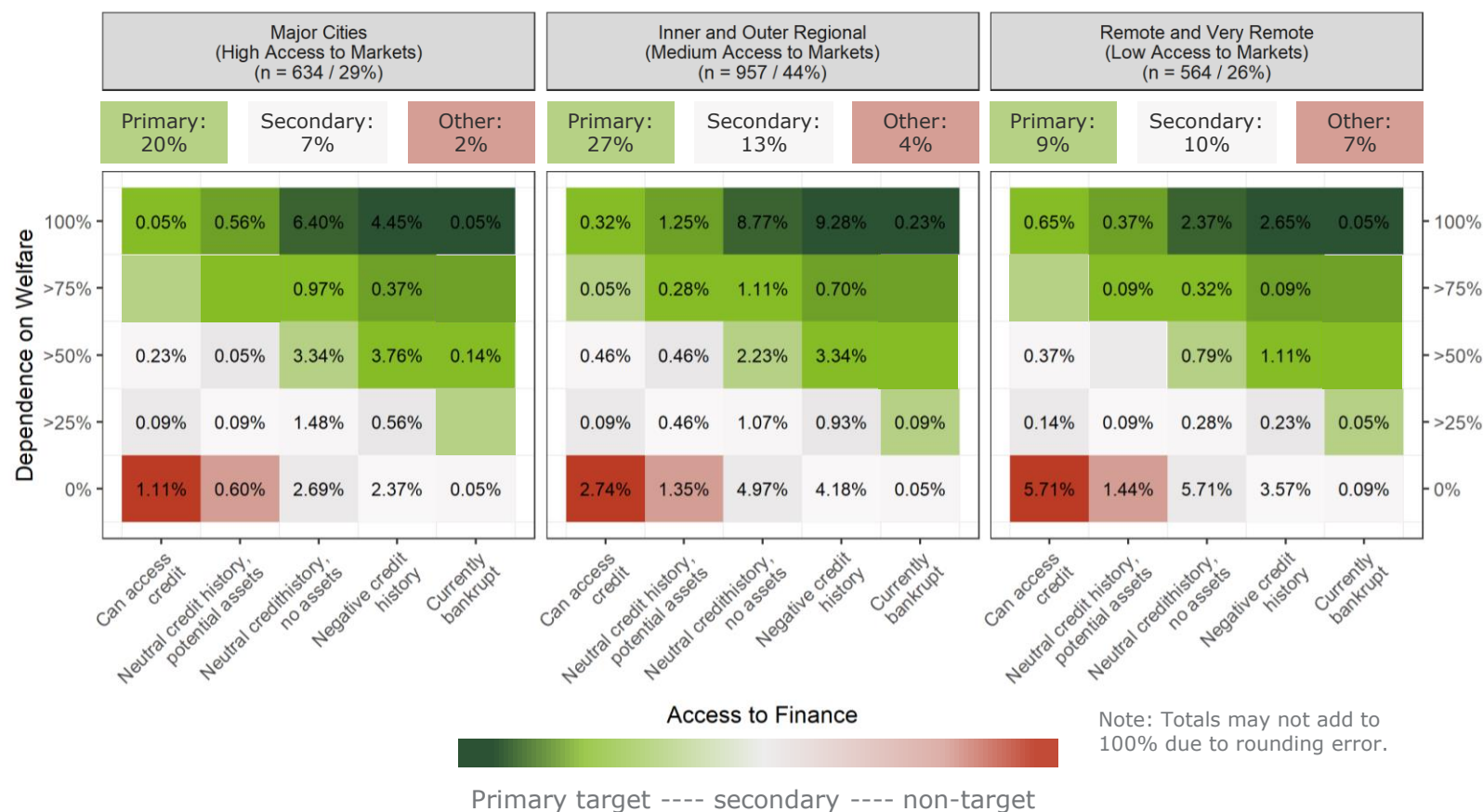


Clients



Many Rivers is engaging its primary target clients across all regions, at a higher rate in major cities and regional areas than in remote areas.

Share of new Many Rivers clients by Dependency on Welfare, Access to Finance (and Remoteness)



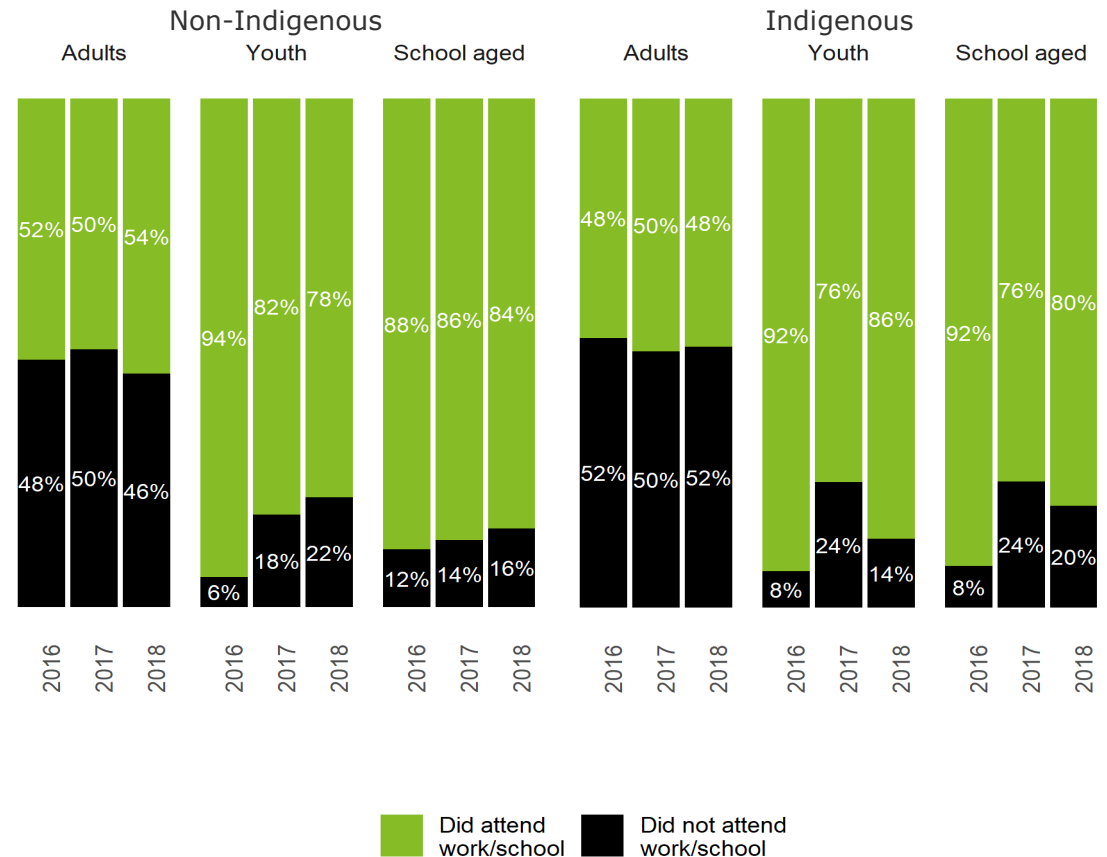
Clients



The average client household has most youth and school-aged children attending school regularly.

- Many Rivers collects data about the characteristics of the people its clients live in a household with. This data includes:
 - The number of adults who regularly work; and
 - The number of youth (aged 13-17 years) and school aged children (aged 5-12 years) that regularly attend school.
- The average client (in FY18) lives in a household where:
 - 82% of youth and 84% of school aged children attend school regularly.
 - 52% of adults did attend work and 48% did not.
- In most years, the shares of non-attendance amongst children and youths are lower for non-Indigenous clients.

The share of adults, youth and school aged children of a client's household that attended work/school when commenced with Many Rivers



Note: This data includes clients who joined Many Rivers in 2016 (n = 208), 2017 (n = 489) or 2018 (n = 396).

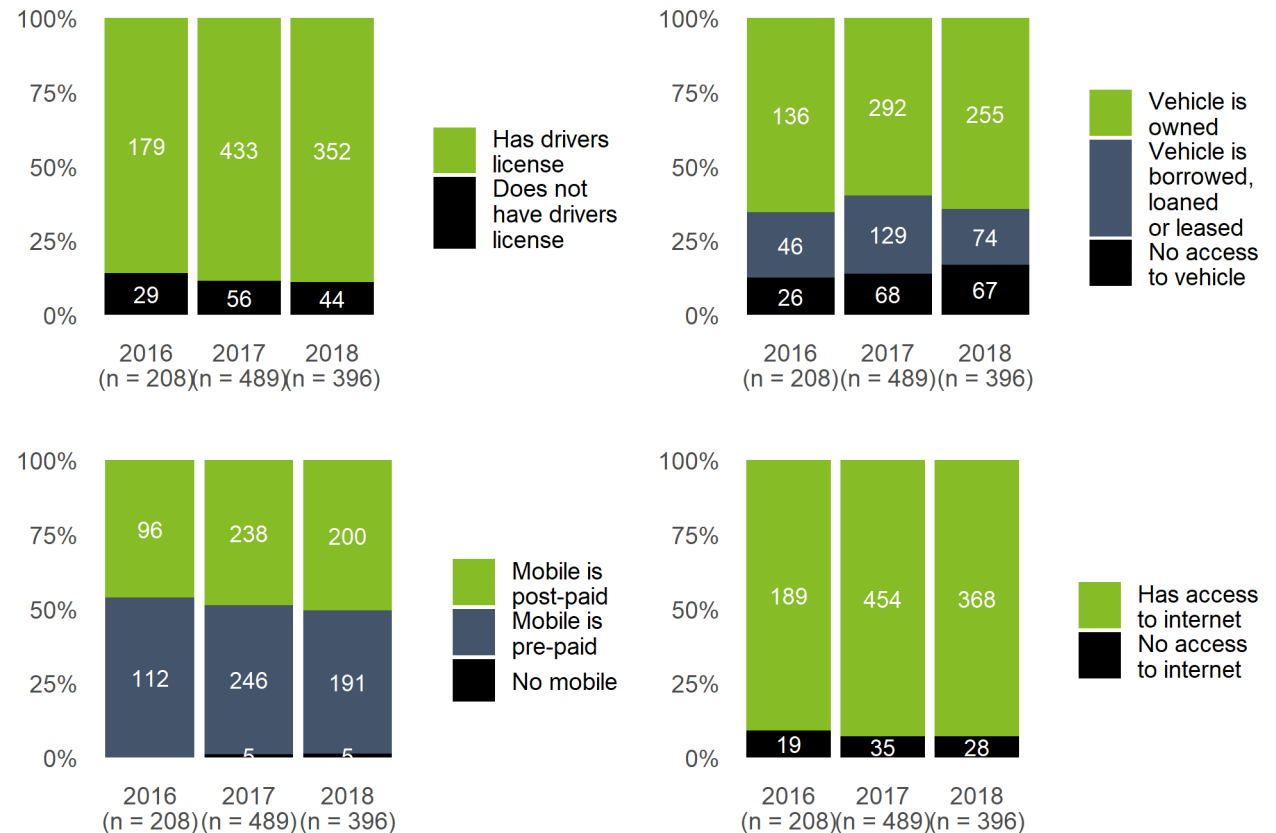
Clients



Most, but not all, clients that present to Many Rivers have a drivers licence, access to a vehicle and access to the internet.

Clients' initial access drivers licence, vehicles, mobile phone and internet

- Many Rivers collects data about the level of access its clients have with respect to vehicle transport, mobile phones and internet.
- Most clients that present to Many Rivers have a drivers licence, but around 12%, on average, don't.
- Most clients either own (62%) or have access to a vehicle (23%), but around 15%, on average don't.
- Around 49% of clients, on average, have a post-paid mobile phone plan, and this share is increasing over time.
- Most clients have access to the internet, but around 8%, on average, don't.



Note: This data includes clients who joined Many Rivers in 2016, 2017 or 2018.

03

Businesses



Many Rivers is supporting clients out of structural disadvantage by helping them to create and expand sustainable businesses.

- Working alongside its clients, since 2008 Many Rivers has supported the creation or expansion of 1,656 businesses to September 2018, including 314 new businesses in FY18.
 - 54% of all businesses supported to date (and currently contactable) are currently operational
 - Many Rivers supported businesses are just as likely to survive the first three years as the national average for comparably structured businesses (with a higher survival rate at Year 1), and 25% are still operational after five years
 - 40% of Many Rivers supported businesses experience a negative event (in particular non-Indigenous businesses)
 - Two in five ceased businesses either experience a soft landing or are expected to recommence

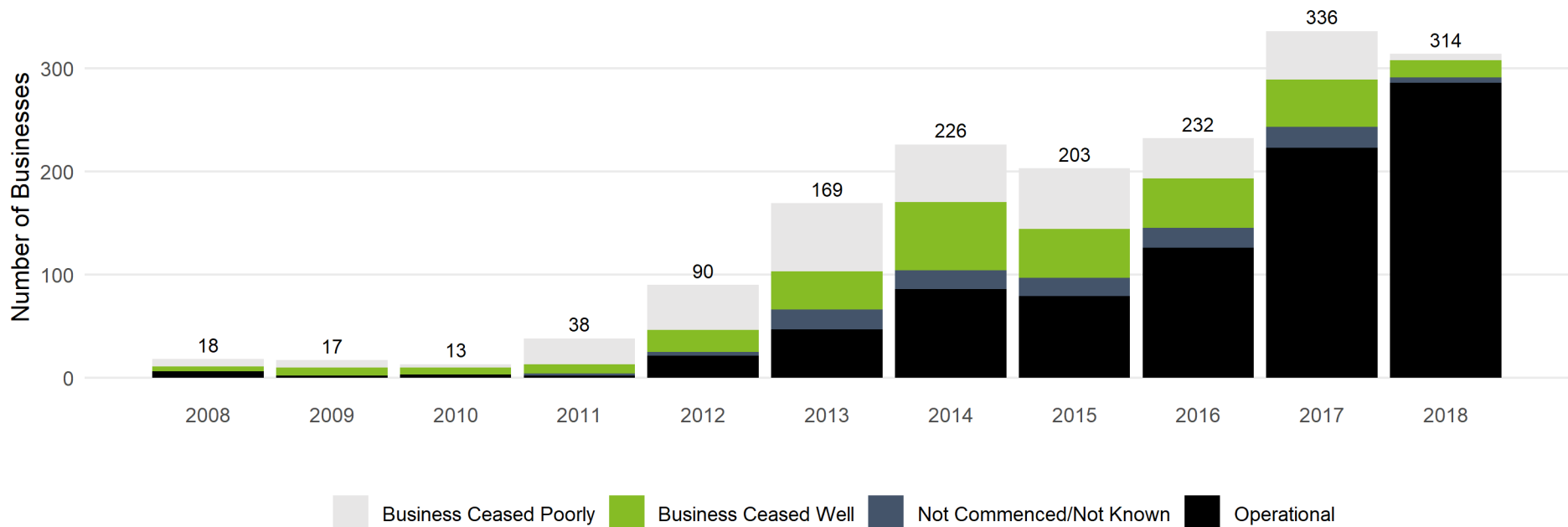
Businesses



Many Rivers has expanded significantly since its inception 10 years ago, with more than half of businesses supported still in operation.

- Many Rivers is estimated to have engaged with 5,922 clients, and 5,572 potential businesses.
 - 49% of these have gone on to have a formal meeting and 30% to create or expand a business.
- Many Rivers supported 1,656 new or expanded businesses to September 2018, including 314 new businesses in FY18. The largest increase in new businesses to date was in FY17, when Many Rivers helped establish 336 new businesses.
 - 54% of all businesses supported to date (and currently contactable) are currently operational.

Number of Many Rivers businesses by current status and year of commencement



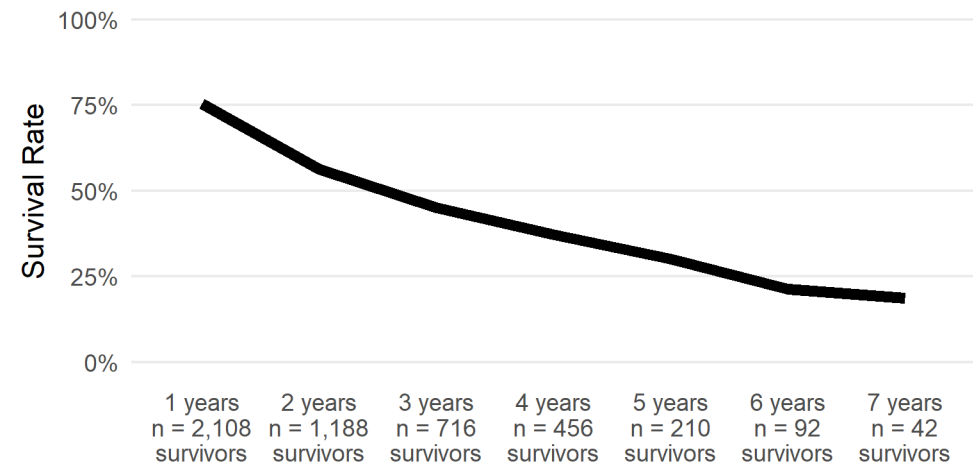
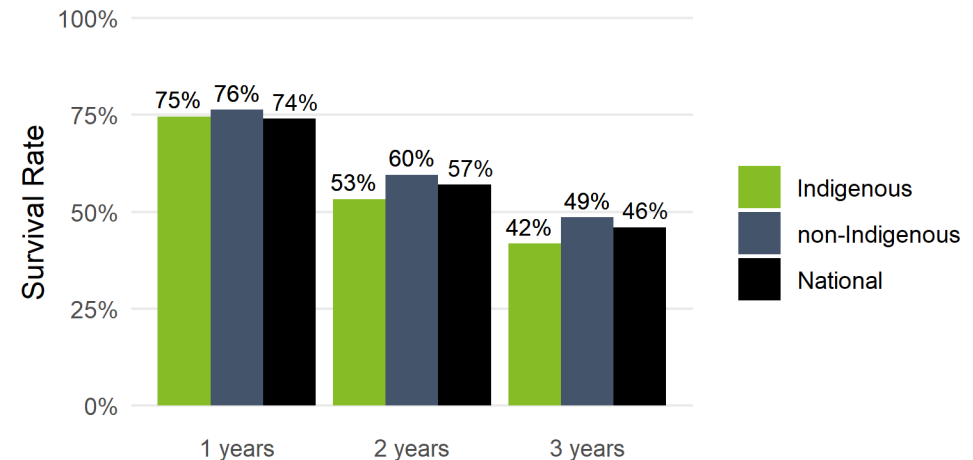
Businesses



Many Rivers businesses survive on-par with the national average, despite the disadvantaged circumstances experienced by their owners.

- The survival rate of Many Rivers supported businesses is similar to the national average (for non-employed businesses) for the first three years:
 - After one year: 76% (74% nationally)
 - After two years: 57% (57% nationally)
 - After three years: 47% (46% nationally)
- Many Rivers businesses that survive their first year are more likely to continue operating after three years.
- Non-Indigenous supported businesses have a higher survival rate than both Indigenous supported businesses and the national average.
- Around a quarter of Many Rivers supported businesses are lasting for more than 5 years.

Survival rate of Many Rivers businesses over 3 years after commencement



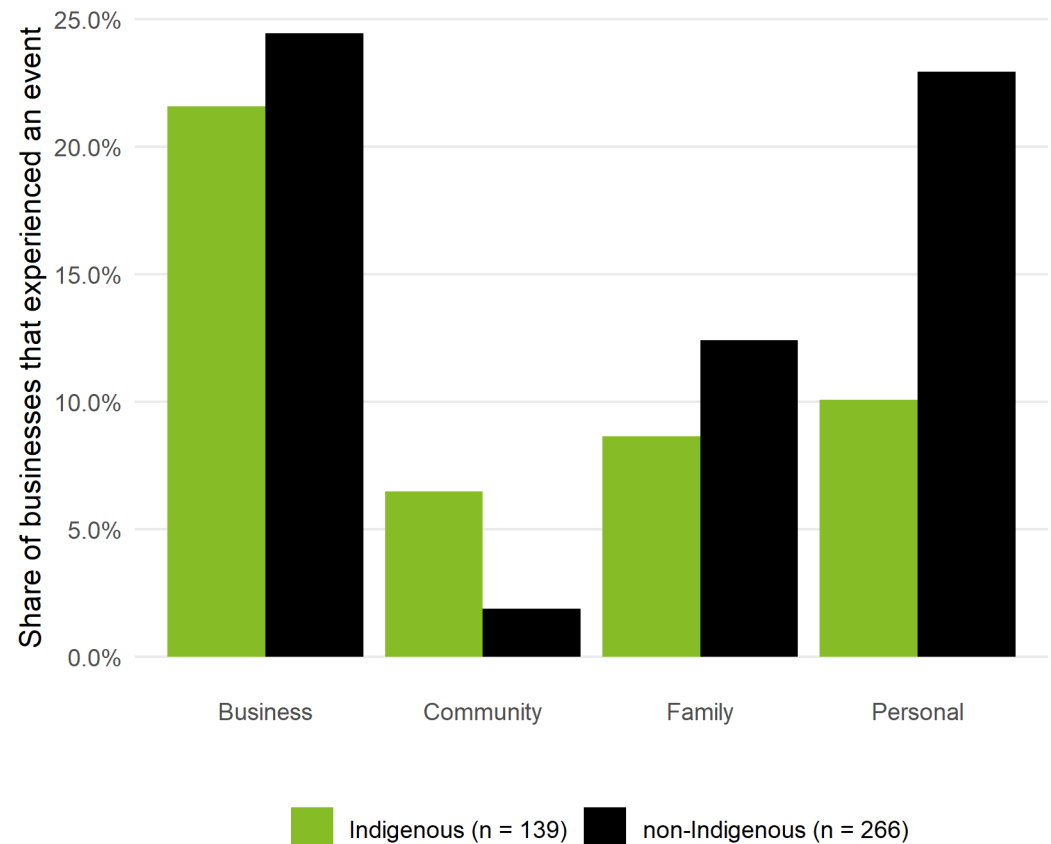
Businesses



40% of Many Rivers supported businesses were impacted by a 'negative event' in the last year

- 40% of Many Rivers operating businesses (of the 405 businesses who provided a response) reported experiencing at least one negative event impacting their business operations in the last year. These could be personal, family, community or business related.
 - This is an increase over 2017, in which 34% of businesses reported an event.
- 13% of businesses reported events across multiple (i.e. at least two) categories.
- Indigenous clients tend to report fewer negative events than non-Indigenous clients.

Share of Many Rivers businesses affected by a negative event in the last year



Note: Businesses can report experiencing multiple negative impacts. However, category of impact is recorded as 'Yes' or 'No' rather than a number, so a single business experiencing multiple impacts of the same category is not captured. n = number of businesses that provided a response

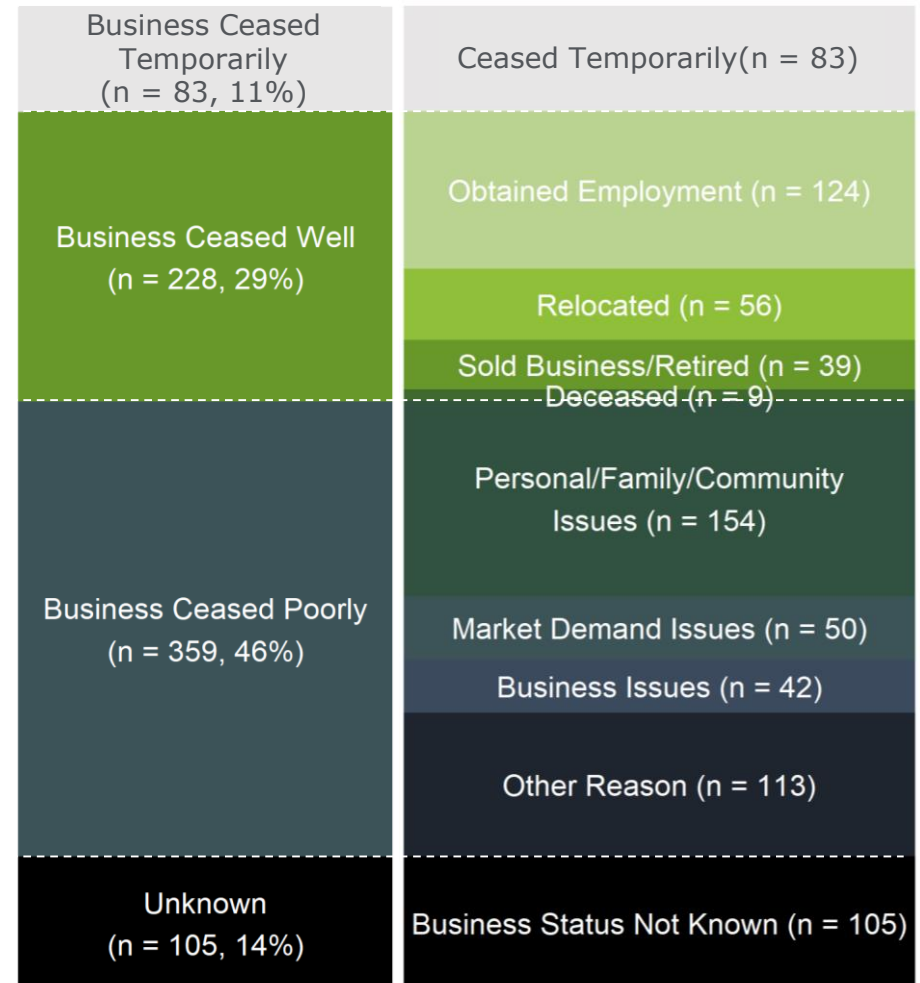
Businesses



40% of ceased businesses have either experienced a soft landing or are expected to recommence.

- 29% of ceased businesses experienced a 'soft landing', 54% of which transitioned to employment.
- 36% of ceased or unknown businesses have a loan that has not yet been repaid. This is consistent with previous years (n = 705).
- A third party has been engaged to help recover a loan for 24% of ceased businesses that were given a loan (170 out of 705). This is a decrease on 2016-17 (30%).
- To date, 126 ceased businesses (18% of those given loans) have had loans written-off, with an average write-off of 85% of the loan amount. Of these, six clients are deceased.
- Indigenous businesses are less likely to cease well (37% of businesses, compared to 44% of non-Indigenous businesses).
- Relatively more businesses have ceased under favourable conditions in 2018 than had in 2013 (40% compared to 33%).

Ceased Many Rivers businesses by reason for cessation (FY09-FY18, n = 775)



04

Outcomes and value



Many Rivers supported businesses are generating economic value, and as a result the financial situation of clients improves.

- Many Rivers supported businesses generate value for (1) those directly involved in the business; (2) people who consume the goods and services of the business; and (3) the Australian community more broadly. The first of these is the most readily quantifiable. Contactable supported businesses currently:
 - employ around 1,950 people, which equates to an average of 2 people per business (including the owner); and
 - have a total combined annual turnover of an estimated (at least) \$40 million (trimmed mean), up to \$65 million (untrimmed), in FY18.
 - These values exclude the employment and value created in previous years, and among non-contactable operating businesses.
- Clients experience improved economic circumstance through operating sustainable businesses. After three years, more clients are:
 - independent of welfare (up from 54% to 79%);
 - have personal assets greater than \$50K (up from 31% to 33%); and
 - have greater access to financial institutions (up from 56% to 84%)

Outcomes and value



Contactable businesses currently employ around 1,950 people

- Many Rivers conducts a census of all (current and contactable) businesses to record the number of employees in each business.
- In total, these businesses currently employ 1,949 individuals.
 - This includes owners, full-time, part-time and casual employees, and contractors (as defined by the ABS).
 - There is a significantly larger number of full-time Indigenous employees than last year (200 compared to 60).

Employment by type

	Operating businesses	Total employment	Business owners			Other employees		
			Full-time	Part-time	Total	Full-time	Part-time	Total
Total	885	1,949	611	345	956	419	574	993
Indigenous		718	188	153	341	200	177	377

Note: Employment data provided by Many Rivers as at 30 June 2018. The Australian Bureau of Statistics (ABS) defines full-time employment as greater than or equal to 35 hours per week.

- This excludes businesses that have ceased, with owners having subsequently gone onto other employment (refer to ceases business analysis below).

Outcomes and value



Many Rivers businesses are generating growing levels of revenue and assets

- Currently supported businesses report a mean monthly turnover of \$3,750.
 - Using the untrimmed mean*—a less conservative average measure—monthly turnover is estimated to be \$6,150.
- This translates to an estimated annual turnover of \$39.8 million.
- Total annual net profit before tax (NPBT) was estimated as \$13.5 million (down from \$14.9 million in FY17), and total net assets were \$18.1 million (up from \$15.7 million in FY17).

Averages and totals of business income, net profit before tax and business assets

	Business income			NPBT			Business assets (net)		
	2018	2017	2016	2018	2017	2016	2018	2017	2016
Median (monthly)	\$2,150	\$1,650	\$1,250	\$750	\$500	\$250	\$10,000	\$6,900	\$5,200
Mean (monthly)	\$3,750	\$3,700	\$4,300	\$1,300	\$1,600	\$1,000	\$20,550	\$15,650	\$13,000
Untrimmed mean* (monthly)	\$6,150	\$5,450	\$5,400	\$1,800	\$2,100	\$1,500	\$34,350	\$25,500	\$20,000
Estimated total (annual)	\$39.8m	\$34.8m	\$32.0m	\$13.5m	\$14.9m	\$7.5m	\$18.1m	\$15.7m	\$10.0m
Untrimmed estimated total* (annual)	\$65.1m	\$51.6m	\$40.1m	\$19.1m	\$19.7m	\$11.2m	-	-	-
Number of businesses	881	789	618						

*The untrimmed mean is calculated including outliers more than two standard deviations from the mean.

Note: Median and mean rounded to the nearest \$50. Sample sizes reported in the appendix. Total operating businesses as at September 2018.

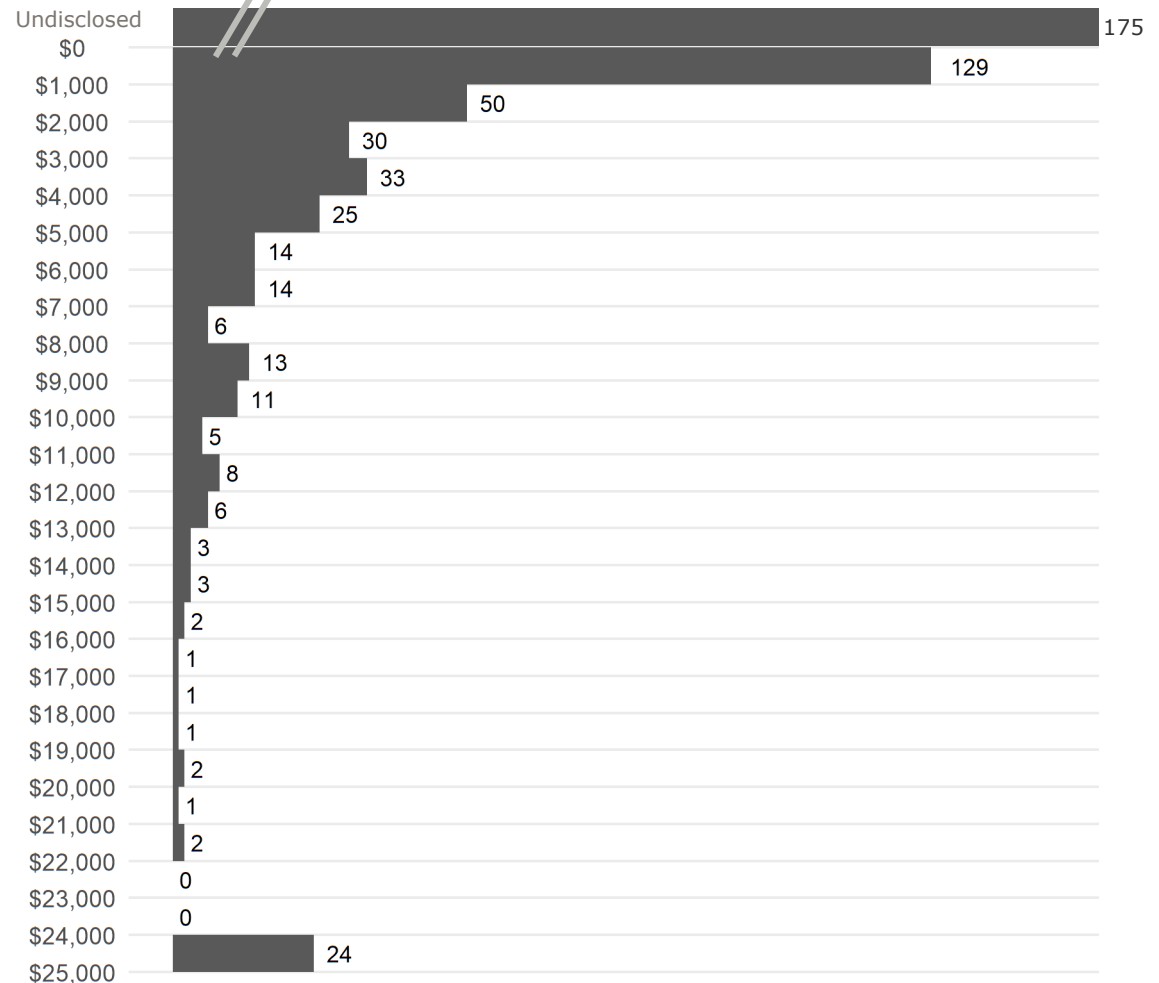
Outcomes and value



Business turnover varies substantially across businesses, with the largest five businesses earning over \$1 million a year

- Many Rivers businesses report a wide range of turnovers, with businesses most commonly reporting a turnover between \$0 and \$2,000 per month.
- The top five earners excluding the outlier (all above \$1m annually), account for approximately 8% of total reported income
- A total of 384 operating businesses disclosed income data for 2018. 175 businesses (31%) did not disclose an income.
- The highest earning business is an outlier, reporting \$20m in income over a six month period. This has also been excluded from the untrimmed mean.

Number of businesses by monthly income

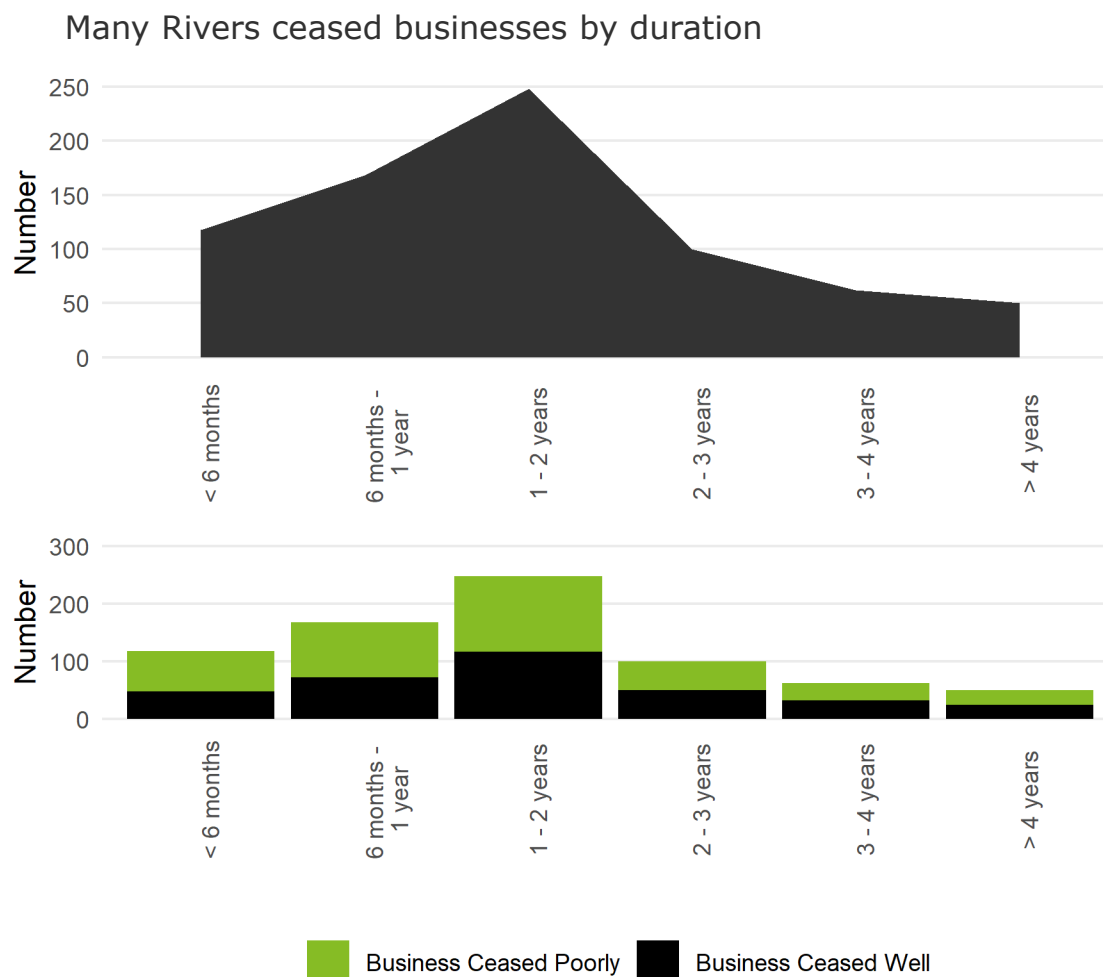


Outcomes and value



Ceased businesses create value while operating, with ceased businesses operating for 1.3 years on average

- Many Rivers businesses that have ceased have operated for 1.3 years on average, with 26% of all ceased businesses operating for more than two years.
- While operating, these businesses generated economic activity, not reflected in the totals presented elsewhere in this report.



Outcomes and value

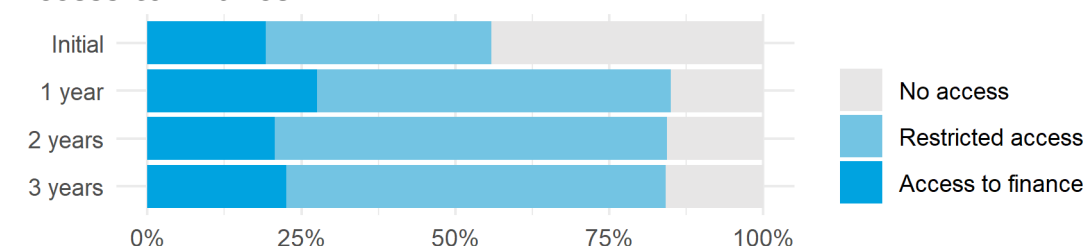


The financial circumstances of Many Rivers' clients improve with the maturity of their businesses.

The following data refers to the share of Many Rivers clients whose business operated for at least three years (n = 120).

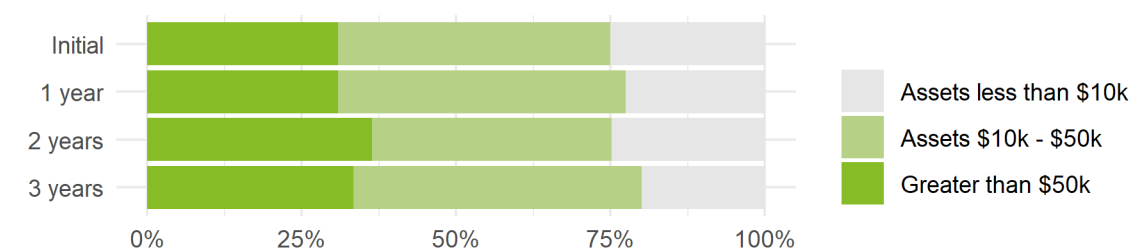
- Initially, 56% of clients have some access to financial institutions, increasing to 84% after the business has operated for three years.

Access to finance



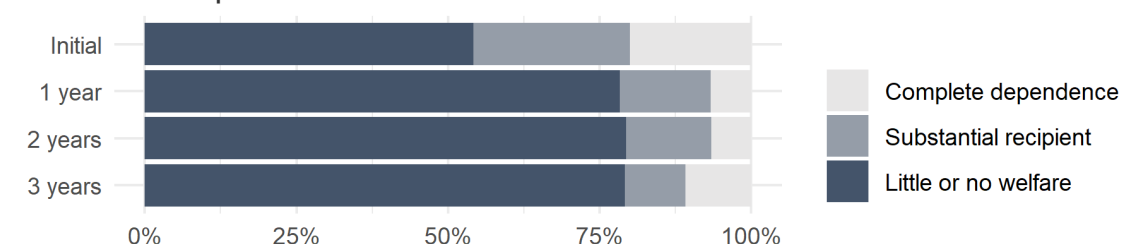
- Initially, 31% of clients have personal assets >\$50K. This increases to 33% after the business has operated for three years.

Personal assets



- Initially, 54% of clients are independent of welfare. This increases to 79% for clients with businesses still operating after three years.

Welfare independence



Outcomes and value

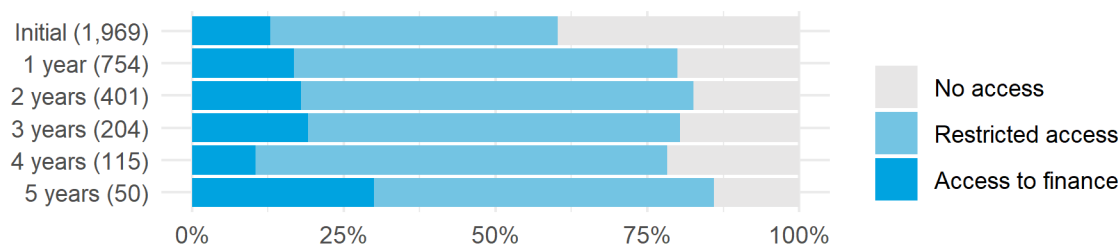


Clients with more mature businesses demonstrate the best financial circumstances

The following data refers to all Many Rivers clients for whom there is adequate data. This is in contrast to the cohort analysis on the previous slide, which tracks the one cohort of clients over three consecutive years.

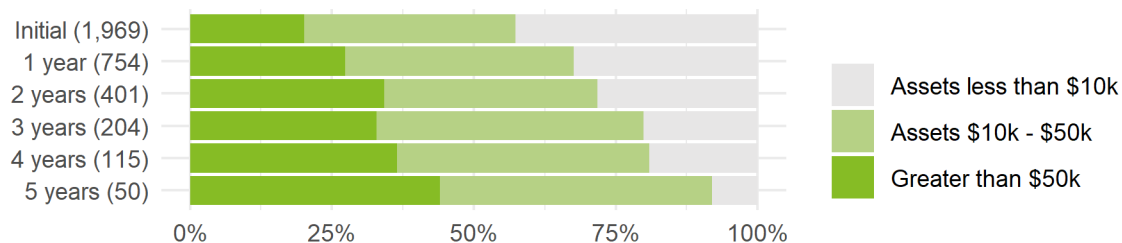
- Initially, 60% of clients have some access to financial institutions, as compared to 86% for those businesses that have operated for five years.

Access to finance



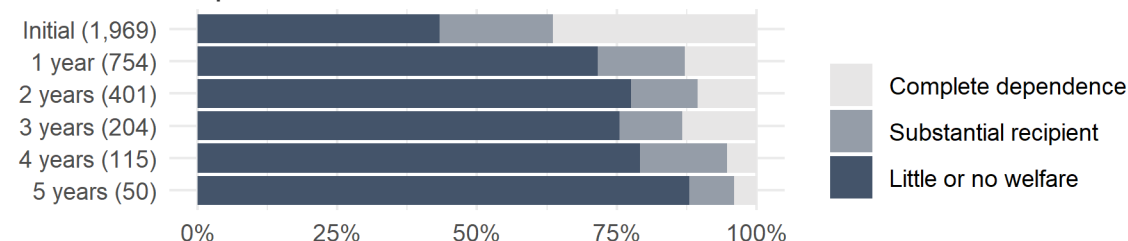
- Initially, 20% of clients have personal assets >\$50K, as compared to 44% for those businesses that have operated for five years.

Personal assets



- Initially, 43% of clients are independent of welfare, as compared to 88% for those businesses that have operated for five years.

Welfare independence

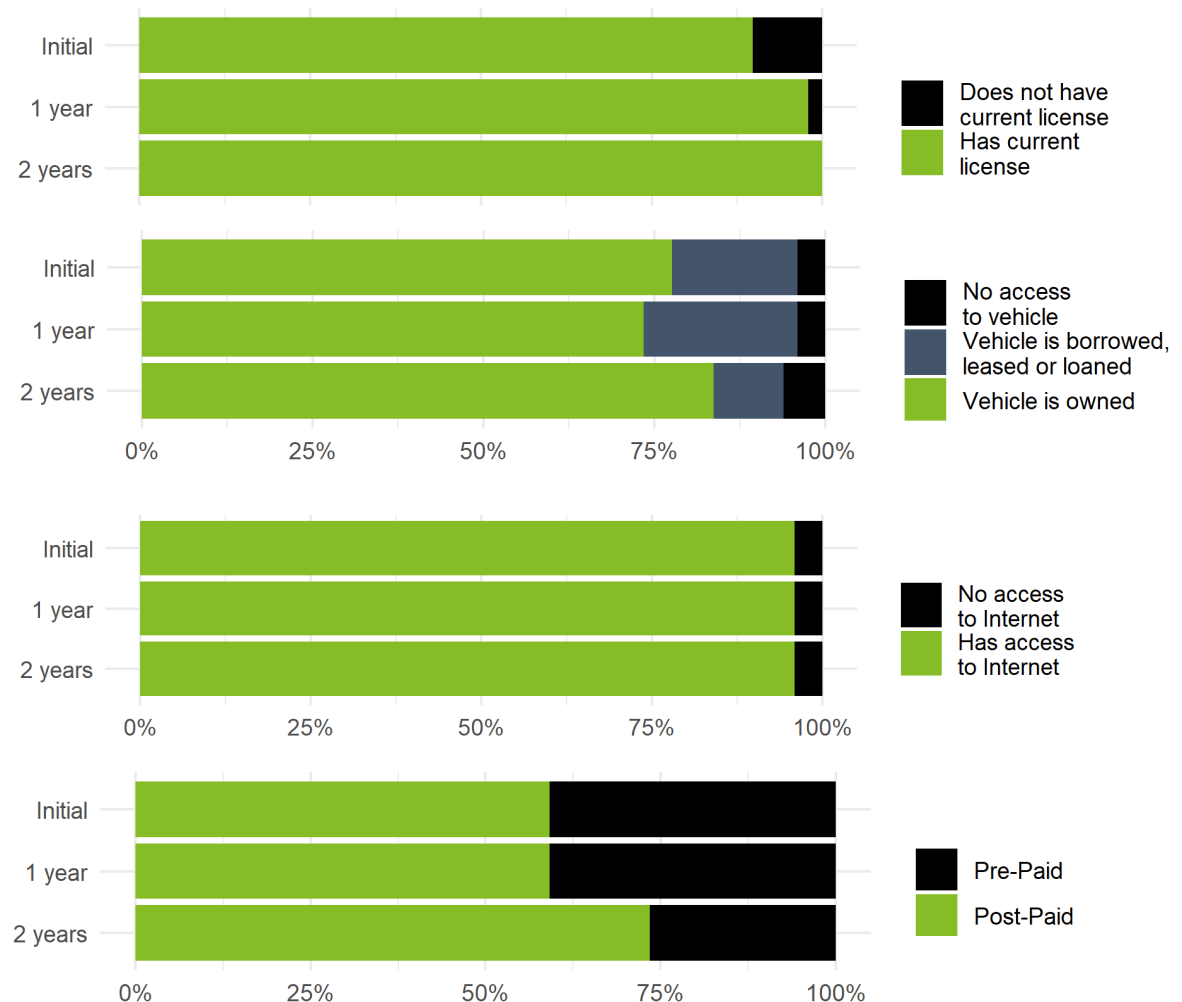


Outcomes and value



Some broader circumstances of Many Rivers' clients also improve with the maturity of their businesses.

- > The sample size for these charts is **49**. This is the cohort of clients who commenced with Many Rivers in 2016 and have continued to the present day.
- > Although many other clients have worked with Many Rivers for longer than two years, it is only recently that this specific data has been collected.
- > Initially, five of the 49 clients did not have a current drivers license. After one year, only one of these did not gain a license. After 2 years all clients had a current drivers license.
- > Vehicle ownership and post-paid mobile phone plans both increased after 2 years. Access to the internet remained high.



05

Drivers analysis



The stories shared by clients demonstrate a partnership with Many Rivers, and journeys of struggle, resilience and growth.

- Many Rivers' growing database is increasingly able to reveal the driving factors affecting client and business success.
- Many Rivers provides an opportunity for their clients to share the experiences of their journey through story-telling (i.e. Client Stories).
- Client Stories:
 - Strengthen the connection between Many Rivers' clients and Many Rivers stakeholders
 - Provide meaningful (human) context to quantitative data recorded
- 'Trust' is at the centre of Client Stories:
 - The most common barriers to clients experiencing success are their own struggles with confidence and motivation.
 - The constant presence and support offered by MED Managers builds a relationship of trust between client and Many Rivers, which gives clients a sense of self-belief to overcome their struggles when operating their businesses
- Clients are likely to be rewarded for their effort in the form of business success, personal fulfilment or recognition from others.
 - All of this helps clients to recalibrate their opportunities profile and feel more positively about their futures.

Drivers analysis



Client Stories provide insight into the business journeys experienced by clients

Client stories are collected through interviews with clients with operating businesses. These capture client's aspirations, challenges, positive outcomes and expectation for the future. The 2017-18 client stories are presented in this report.

Story theme	Description	Example questions
Aspirations	What clients aspire to accomplish	<ul style="list-style-type: none">• Why did you want to go into business?
Barriers	The challenges clients experience while receiving services from Many Rivers	<ul style="list-style-type: none">• What has been the biggest challenge to date?
Enablers	The services clients received from Many Rivers and the ones which they found the most useful	<ul style="list-style-type: none">• What services did you receive from Many Rivers? How did it help?• What did you find the most useful about the assistance from Many Rivers?• How has the MED Managers supported you through these challenges/successes?
Outcomes	The changes clients have experienced since receiving services from Many Rivers	<ul style="list-style-type: none">• What is your life like now that you have started your business?• What has been the biggest success to date?• What has been the biggest change for you and your family since you started your business?
Expectations	What clients expect from the future	<ul style="list-style-type: none">• What do you hope to achieve in the future?• Do you feel like the opportunities for you and your family have grown?

Drivers analysis



Confidence-building and motivational support can help to overcome some of the biggest challenges cited by Many Rivers clients in operating their businesses

- The issues and challenges commonly cited by Many Rivers clients in operating their businesses are typical of all small businesses.
 - They included general management issues, marketing deployment, aspects of finance, market viability, time management and family responsibility.
- The most common challenge identified related to **low confidence and motivation**.
 - Operating businesses ordinarily involves a large number of responsibilities that require constant attention.

Figure 6.1: What has been the biggest challenge to date?



Source: Many Rivers Client Stories, 2017-2018; n = 47

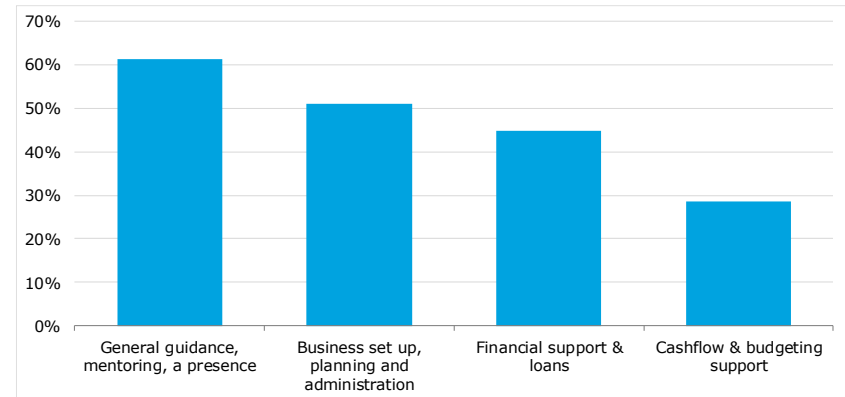
Drivers analysis



Clients highly value the business expertise and pastoral care aspects of the relationship with their MED Managers

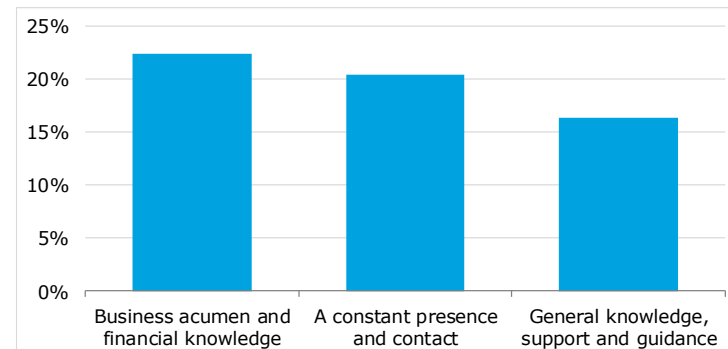
- In addition to providing access to finance, clients are accessing a broad range of support services from Many Rivers.
 - The most commonly received services were constant general guidance and mentoring, business set up, planning and administration and cash flow and budgeting support.
- Of the services providers, clients stated that they found the most useful supports to be access to Many Rivers' business acumen and financial knowledge (consistent with FY2017).
 - Also very helpful were MED Managers' constant presence and contact, and their general knowledge, support and guidance.

Figure 6.2: What services did you receive from Many Rivers?



Source: Many Rivers Client Stories, 2017-2018; n = 49

Figure 6.3: What did you find the most useful about the assistance from Many Rivers?



Source: Many Rivers Client Stories, 2017-2018; n = 31

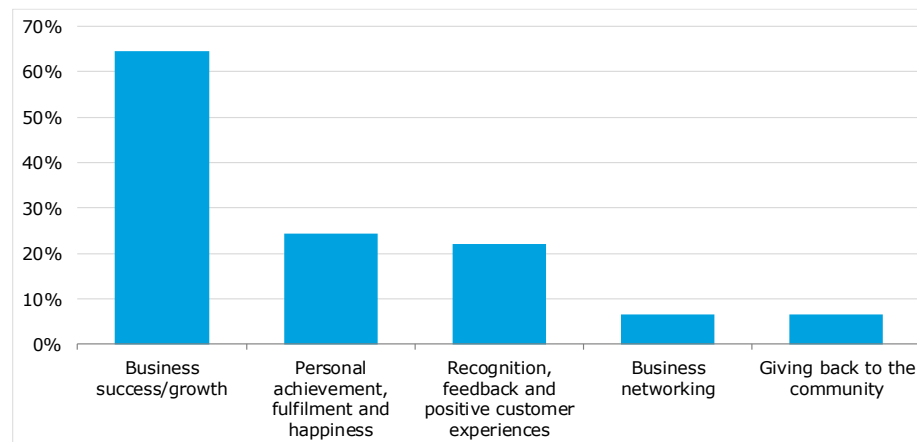
Drivers analysis



Clients experience positive outcomes as their business progresses, including a sense of richer future opportunities

- Clients reported experiencing a number of positive outcomes since the commencement of their Many Rivers journey, with the biggest success relating to the operation and growth of their business.
- Clients also valued the personal fulfilment attached to operating their own business and the recognition and positive feedback that resulted from doing so.
- Every client who was explicitly asked whether they felt like the opportunities for them and their family had grown (n=26) answered in the affirmative.
- The nature of these improved opportunities included more income, ability to share happiness with family and others (including customers), re-engaging with society, and higher motivation to operate their business and follow other pursuits.

Figure 6.4: What has been the biggest success to date?



Source: Many Rivers Client Stories, 2017-2018; n = 45

Drivers analysis



Many Rivers' growing database further reveals the drivers of business and client success

- Econometric analysis of 'pooled' data examines the **probability of transitions** out of welfare dependency, and toward improved asset levels and access to finance, over time.
 - Results suggest that, on average, it is very difficult for clients to: (1) transition out of welfare dependency; (2) increase net assets (if starting with more than \$10k) and; (3) increase access to mainstream finance.
 - **However, where clients make these positive transitions, they are more likely to stay at those improved states.**
 - Further, improved access to mainstream finance is the most difficult transition for clients to make, relative to increasing asset levels and decreasing dependence on welfare.
- Econometric analysis of 'pooled' business performance (in terms of business duration and loan repayment) and client outcomes (in terms of likelihood of a 'hard landing') reveal the underlying characteristics **associated** with these:
 - Using a record-keeping service is strongly positively associated with increased business duration and loan repayment.
 - Having a source of income other than welfare is positively associated with increased business duration and loan repayment.
 - Not taking out a loan is positively associated with increased business duration (as well as an increased likelihood of a hard landing). However, as loan size increases, the association with business duration in fact turns positive, though still not as positive as no loan.
 - Being located in a more remote area demonstrates a mixed association; businesses in more remote locations tend to repay their loans at a higher rate, though they are also more likely to experience a 'hard landing'.
 - Clients tend to increase in their asset levels over time, if starting with less than \$10,000

06

Community Economic Development Program



Community Economic Development



Many Rivers commenced its Community Economic Development Program in 2015, to offer targeted support to community groups.

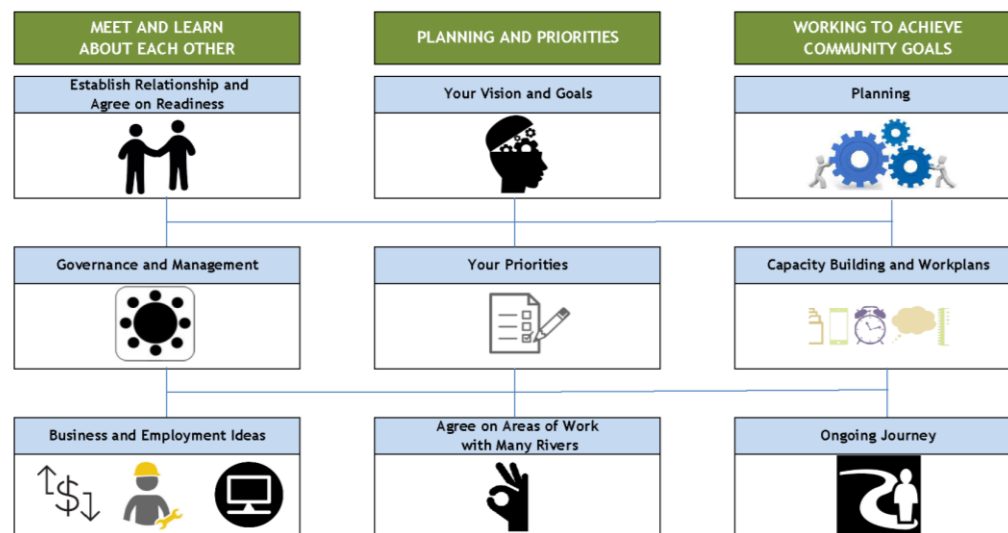
Many Rivers established and piloted its Community Economic Development (CED) work in late 2015 in response to increasing requests to offer microenterprise development support to community groups with economic aspirations and opportunities.

The objective of Many Rivers CED is to pilot a model for economic development support with regional and remote Indigenous communities that focuses on:

- Strengthening governance and management resources, capacity and functions;
- Understanding financial concepts, decisions and management;
- Establishing operational strategies and plans that can be managed by the communities; and
- Establishing or expanding enterprise and employment opportunities for communities.

As an emerging program, its impact and sophistication is building, and the evaluation is picking this up commensurately.

Many Rivers CED Support Framework



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Community Economic Development



Supported communities experience mixed results in terms of revenue and profit gains, though all demonstrate assets and employment gains.

- Many Rivers is currently working with seven communities; with baseline data and progress measured against five.

Community*	Duration years	Revenue			Profit			Assets (excluding AACAP**)			Employment Expense			Employment		
		Baseline	Current	Gain	Baseline	Current	Gain	Baseline	Current	Gain	Baseline	Current	Gain	Baseline	Current	Gain
A	2.6	\$137,039	\$276,713	\$139,674	-\$101,922	\$49,957	\$151,879	\$1,254,220	\$1,298,139	\$43,919	\$65,734	\$141,412	\$75,678	0	6	6
B	3.3	\$5,654,657	\$1,877,406	-\$3,777,251	\$4,605,471	\$182,339	-\$4,423,132	\$5,533,809	\$6,295,977	\$762,168	\$379,737	\$653,240	\$32,332	3	20	17
C	2.6	\$119,130	\$228,549	\$109,419	\$20,368	\$46,021	\$25,653	\$7,859,852	\$7,914,288	\$54,436	\$56,774	\$103,661	\$46,887	1	7	6
D	0.8	\$1,193,717	\$979,680	-\$214,037	\$244,062	\$139,647	-\$104,415	\$2,687,098	\$2,916,788	\$229,690	\$258,052	\$340,994	\$82,942	5	7	2
E	0.5	\$162,061	\$504,360	\$342,299	\$69,514	\$319,173	\$249,659	\$348,032	\$1,281,662	\$933,630	\$31,627	\$65,342	\$33,715	0	4	4

*Community participation start dates vary between June 2015 and March 2018

** Army Aboriginal Community Assistance Programme

07

Conclusion and future evaluation

Conclusion and future evaluation

Ongoing evaluation continues to reveal more of Many Rivers' success, and its drivers, and in more compelling ways.

Conclusions

- Many Rivers **continues** to engage with clients who experience multiple forms of disadvantage (in particular **financial**)
- Many Rivers supports these clients out of disadvantage by helping them to create and expand **sustainable** businesses
- Many Rivers supported businesses are generating **increasing** economic value (and improving client financial situations)
- Client stories demonstrate a **partnership** with Many Rivers, and journeys from struggle to resilience **to growth**

Future evaluation

- As more data become available each year, additional evaluation questions can be addressed, and those being addressed can be answered with more confidence.



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