



the first thing we offer is **respect**



mission statement

respectfully

work with the poor and marginalised, recognising they are best placed to generate and enact their own community development solutions.

positively

respond to community-determined priorities and to strongly support community control over all decision making.

actively

encourage the promotion of internationally recognised human rights and the importance of a safe and secure environment as pillars of our community development activities.

quietly

advocate for a more realistic and responsible approach to development that is guided by existing research and ongoing evaluation.

ethically

manage our financial resources, and provide accurate and complete information to the if membership.

creatively

develop an organisation that values its staff, and promotes a flexible and fulfilling working environment.

On the cover

TOP (left to right):

Playing in the water in M'bore Village cooperative food garden in Rote, Indonesia

Volunteer HIV outreach workers at the Orwetoveni Multipurpose Centre, Namibia

MIDDLE (left to right):

Gals getting painted up in Nyirippi, Australia

Grace Vincent, co-founder of Mahalir Sakthi, with volunteer workers in the Mahalir Sakthi office in the slums of Madurai in Tamil Nadu, India

BOTTOM (left to right):

Children at Salman-e Fars school using their new furniture, Borjagai, Afghanistan

Board member Cressida Hall with Chey Siphon, founder and Executive Director of OCCO, Cambodia



Children in the Oelolot Village participating in the arts in schools project, Rote, Indonesia

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board report

2013-14 was a dynamic and positive year for us, and we are pleased to present this annual report. Our new projects in Rwanda, Afghanistan South Sudan and Cambodia were established and are already delivering strong results. Our new partnership in Namibia is proceeding well and we continued to provide high quality support to our existing development program.

Our commitment to long term respectful partnerships and the principles of community ownership, sustainability, transparency and equity continues to deliver exceptional and exciting results. Our projects in Indonesia and Afghanistan, in particular, bring confidence to our operations. They demonstrate that committing to a community over time and through difficult times can lead to outcomes unimagined at the outset, but so very welcomed and celebrated when they emerge. They show that patience and persistence, robust partnerships, principles grounded in common sense, and respect and mutual learning are the key elements of effective community development.

Those characteristics, alongside a sense of common purpose, deep commitment to social justice and high levels of professionalism are also the critical components for a community development organisation such as ours: one that necessarily makes limited resources go a long way. We are extremely fortunate to have an abundance of these qualities in indigo foundation, and this is what makes our unique volunteer, virtual organisation work so well.

Our primary focus is, as always, on the communities we support. In **Afghanistan**, our assistance to Borjagai School continues to improve education opportunities for over 4,500 girls and boys, and is now being used as a model for neighbouring village Jirghai, where we have entered a new partnership to support education for Hazara children.

Our support for the Women's Education Centre at the not for profit Gawharshad Institute of Higher Education in Kabul, the first of its kind in Afghanistan, assists more and more women to access tertiary education through its scholarships, technical support programs and advocacy strategies. It has also been a very successful catalyst for other international support, which is now significant.

The community-based education and counselling program for Dalit children we support in Tamil Nadu, **India** has delivered a number of positive results

including a significant rise in the number of students attending the after-school tuition centres and Year 10 coaching centres. We are also thoroughly enjoying our partnership with Mahalir Sakthi, a small community organisation that does incredible work supporting the health, education and human rights of Dalit and other marginalised women and children in the slums of Madurai.

Following a positive evaluation of our project in Nyirripi, Central **Australia** we renewed our assistance for another three years. Our support for 'strengthening culture' which focuses on community wide 'bush camps' that teach culture, country and ceremony to children and young people is relatively small, but important.

Our support to Africa continues to expand. In **Rwanda** we are assisting Club Rafiki, a community organisation established in 1976 to reach and teach young people about health and wellbeing, including reproductive health, by supporting the first hip hop dance classes in the country. Building on our partnership with Rotary and its existing relationship with the community of Ojtiwarongo, **Namibia** we undertook a comprehensive community consultation and planning process to support marginalised youth there access health services, education and sporting facilities. In Bahr e Ghazal in **South Sudan** we have the privilege of assisting the community of Wedweil build a future for their children, after the 20 years of civil conflict, by supporting primary education. Success in Budaka **Uganda** developing safe environments for HIV/AIDs orphans and other vulnerable children continues, not least because of the extraordinary commitment of the six community based organisations we support.

Finally, we worked closely with our oldest partner, Lua Lemba, in Rote, **Indonesia**. This is a partnership that highlights how success can be achieved through small, consistent and sustainable steps.

There is always room for improvement and this year we built on our 2011 external governance evaluation by undertaking an operational review. This focused on how we communicate with our supporters, partners and volunteers, as well as how we engage and support our volunteers. Separately, we assessed how we can better engage with our partners through the monitoring and evaluation process. This is critical as we seek to

ensure and encourage honest, open and mutually reflective dialogue with communities. Not always an easy goal, when we are the donors, and by extension have significant power, both real and perceived. The insightful and comprehensive information gathered in these reviews contributed to a new strategic plan.

More and more the efficiency and validity of international development aid is being questioned. Traditional forms of international assistance continue to be criticised for not creating or sustaining change because they are, amongst other things, one dimensional, naïve, paternalist or patronising. The demise of AusAID and the incorporation of its international development program into the Department of Foreign Affairs and Trade this year also reflected a devaluing of aid by our government.

But, international community development aid *can* and *does* work to empower communities and the individuals within those communities. Tangible and inspiring results can be achieved if development begins by treating each community as unique – with its own particular cultural, economic, social and political circumstances – if the community is listened to with regards its priorities and challenges and if support in the delivery and evaluation of the program is provided with respect. This is how we work, and this is why the communities we work with achieve the results they do. It is this way of working that we articulate and build on in our strategic plan for 2014-17. The plan (outlined on pages 32-33) reflects our desire to achieve:

- ◆ *community development* through respectful, genuine partnerships with project recipients;
- ◆ *increasing public recognition* of the success of our 'respectful partnership' model;
- ◆ *sustainable and productive organisational development* through active engagement with our stakeholders and supporters; and
- ◆ *robust organisational processes and structures* enabling us to match capabilities with project challenges.

While very pleased with our position over the last year our expansion from nine to thirteen projects has pushed us to the capacity of our current resources, most particularly in terms of demands on staff and volunteers. To this end, next year we will continue

to focusing on supporting our teams, consolidating our development program and improving our organisational systems. The latter through a tailor made supporter database, an improved website and electronic donation facility, and a more sophisticated communications strategy.

To our delight, we continue to receive good financial support. Our financial statements show a total income of \$244,000, with net assets of \$46,000. Our thanks to all those who donated so generously.

And, as always, we thank our extraordinary staff who work many many more hours than they are paid, our development team which contributes countless volunteer hours and all the volunteers who have held, managed or contributed to organising our fundraisers or provided a diverse range of assistance. This year we thanked Rob Mitchell for his wonderful two years as General Manager and welcomed him onto the Board. We were thrilled to recruit Jemma Bailey to replace him and to welcome back Libby House as Development Coordinator. Alongside Alice Martin and all our project Coordinators and Advisors, you can be sure we have a superlative team!

This team allows us all to support organisations that change lives. So to our partners, the extraordinary individuals with whom we work, and, as always, to you our volunteers and supporters, we say thank you.

indigo foundation Board

Sally Stevenson, Chairperson
 Ron Switzer, Treasurer
 Cressida Hall, Secretary
 Lucinda Wilson
 Deborah Raphael
 Susan Engel
 Moksha Watts
 Ralph Richardson

general manager's report

In a year where the headlines have been dominated by conflict and displacement of refugees in places such as Iraq, Syria and South Sudan, I find it heartening to look at what our projects have achieved. To look to the strong and respectful relationships we have built with our grassroots partners around the world. And to look to the very real impact our programs are having.

Our schools project in Wedweil, South Sudan, is a great example. In a country where over two million people have been displaced since fighting broke out in December, the Wedweil community with indigo foundation support has worked hard to restore local classrooms. This means children can now go to school to learn to read and write in all weather and the classrooms are ready to house teacher training in the evenings.

A key initiative of the past year has been a review of our internal operations, which focused on our communications with supporters, partners and volunteers, role clarity and volunteer engagement. The review was based on interviews across board, staff and volunteers and we now have a clear action plan to enact the recommendations in the coming year.

indigo foundation remains committed to research to guide our approach to development. Highlights of our research agenda in the past year include supporting Nabi Zaher's PHD research into our monitoring and evaluation framework and a detailed case study by Rob Mitchell on the Borjegai schools project from a complex systems perspective – both of which will be published in 2014/15.

In line with our new strategic plan, we have redoubled our efforts to advocate for ethical and just development. We've grown our profile through the media, including a fantastic interview with our Jirghai Project Coordinator Ali Reza Yunespour on ABC RN Drive and an opinion piece published in the Canberra Times, "Is development aid necessary? Absolutely".

We have also formed new partnerships in Australia to support our work. In particular, we formed a

partnership with the good people from Bilberry Blue Stocking Fund to explore a women's empowerment project in the Solomon Islands. And we have been excited to build a relationship with the Rotary Club of Macquarie Park to support our new project in Namibia.

I extend my warmest thanks to our fantastic team at indigo foundation for their hard work, including Development Coordinator Libby House, financial administrator Alice Martin and our community partners who continue to amaze and inspire. I would also like to thank our Project Coordinators – all of whom are volunteers and all of whom bring incredible experience, skill, passion and professionalism to their roles.

And, of course, thank you to our much-valued supporters and donors. One of the joys of my role is seeing the strength of our volunteer and supporter base, as shown by the diversity of events through the year. From a flamenco night to an intimate lunch for Borjegai, from large dinners in Sydney and Canberra to a team of team of fantastic MAMILs (Middle-Aged Men in Lycra) riding from Canberra to Sydney to support our projects.

This is my first annual report as General Manager so I also want to acknowledge the dedication, expertise and very large shoes of my predecessors Carol Berry and Rob Mitchell.

As we step into 2014/15, indigo foundation is a strong position with a great team and ambitious plans for the year ahead. We will continue to work respectfully with our grassroots partners. We will continue to be honest and transparent about our achievements and challenges. And together we will achieve positive change for the communities we work with.

Thank you!

Jemma

Jemma Bailey,
general manager



Chey Sipho, founder and Executive Director of OCCO talking to students at Trang Village, Cambodia

projects

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Club Rafiki

Kigali, Rwanda

Project Coordinators: Mandy Wheen and David Wheen

Liaison Officer: Rosine Uwamariya

Project established: 2012

Club Rafiki hosts the only urban dance school (hip hop, reggae, rap, funk) in Rwanda. It provides a safe space for young Rwandans to develop and express their creativity and love of popular music and dance.

This community-based club, located in a particularly disadvantaged area of Rwanda's capital, commenced dance classes in early 2012. In 2013 we agreed to support the dance school both financially and with a range of other assistance and advice.

The Club also provides facilities such as a kindergarten and library with electric light and services including literacy classes for adults and children, hairdressing classes, indoor and outdoor games (basketball, volleyball), HIV testing and awareness programs and family planning education.

There is an absence of social and recreational resources in the local community for young people. Schools operate on a two shift per day basis resulting in much free time for children. There are extremely high rates of youth unemployment.

The purpose of the dance classes is to provide young people with a fun and constructive activity and to give them the confidence to perform publicly. In addition, the classes teach skills such as:

- ◆ how to collaborate and work in teams,
- ◆ self discipline by attending classes punctually and regularly,
- ◆ development of positive relationships with others, particularly some of the older dancers who act as positive role models for younger participants,
- ◆ breeding of a culture of pride in what they can achieve, and
- ◆ linking them with other programs the club offers, such as HIV prevention and a library which provides a place to study not available in most homes.

Importantly the classes are also a bridge to link the participants with the Club's HIV prevention and family planning programs. Once a week at the end of a class the dancers attend a short education program on issues such as family planning and HIV prevention.

achievements

With our support, the Club has been able to increase the number of dance classes from six per week to eight, enabling 120 youngsters to participate. Despite this, there are still long lists of youngsters on the waiting list to join the dance classes.

The Club also made a concerted effort to increase participation by girls and achieved 50 percent representation. This is impressive in a community where a significant minority of the population are Islamic and many parents have been reluctant to have their daughters join dance classes.

The dancers have developed their dance skills and become increasingly confident and justifiably proud of their achievements and progress. They enjoy preparing for public performances. This encourages them to focus on a specific goal, to work hard and to be as professional as possible.

In 2013 the Club started to involve the dancers in the sexual health education program. Small groups of dancers are taken to rural areas where people do not have ready access to health information. Dancers perform and attract large crowds with many joining in the fun. The dancers then retire and the sexual health educators take over and deliver their messages.



Club Rafiki's hip hop class in full swing



Club Rafiki's health team rolling out HIV education following a public dance performance

On two occasions young people who had attended a performance were invited to be tested for HIV. Of 292 tested ten were positive.

This sexual health promotion was so successful that the Club approached us with a proposal called My Talent My Health to train 30 young dancers as educators to raise awareness of HIV, and how it can be prevented, amongst their peers. We were impressed with the proposal and launched a crowd funding which raised our target of over \$8500.

The Club will commence the three month training program in October 2014. On the completion of the training the Club will organise a year-long series of dance performances, competitions and talent shows where the dancers will deliver positive sexual health messages. These activities will be organised in collaboration with community leaders and health professionals.

challenges

A principal challenge is to implement effectively the My Talent My Health program such that young people in a range of communities receive the messages about their sexual health in ways which will encourage them to act.

The Club is also keen to increase the number of young people who can attend classes and will seek additional funding to do this.

Overall excellent progress has been made in developing the dance school but a goal for the immediate future is to consolidate the progress already made.

future plans

The Club wishes to grow its dance program, developing the skills and fun the participants get from dance and to continue to use the dance program as a link to the Club's family planning education. We look forward to working with the Club to achieve these goals.

Community Coalition for Vulnerable Families and Children

Budaka, Uganda

Project Coordinator: Ellen Kraly

Liaison Officer: Katooko Joy

Project established: 2009

The Budaka Project for Orphans and Vulnerable Children supports educational engagement of, and social support for, orphans and vulnerable children (OVC), promotes income generation within communities to boost self sufficiency, encourages health education concerning HIV/AIDS in schools and communities of orphans and vulnerable children, promotes the leadership and administrative capacity of the community based organisations partnering with us, and promotes leadership and empowerment of OVC youth in the Budaka region of eastern Uganda.

The Budaka Project has been supported by us since 2011. The original partnership was forged with four community based organisations (CBOs) (Galimaagi AIDS and Grieving Orphans; Iki Iki AIDS Community Group; Kakule AIDS and Grieving Families Association and NACOMAS) and has been expanded to include two additional organisations (Munaku-Kaama Community Development Initiatives and Trinity Childcare Ministries). These organisations serve over 2000 vulnerable youth in the region, a number which is expanding as a result of both HIV/AIDS orphanhood as well as limitations of government special services for the support of disabled children.

achievements

During this past year the organisations have gained distinction in relationship to several of the fundamental goals of the Budaka Project. The distribution of the scholastic materials has become a signature of the project and has enabled the children to remain in schools; reading materials have also been supplied to education institutions. Each CBO takes pride in its unique strategy for income generation within their organisations and for the communities. These innovative activities have taken the form of livestock production and sharing (oxen and goats), vocational training (sewing, knitting and baking), and event management (rental of chairs and furniture).

Food security has been a particular emphasis of the projects in communities. The CBOs have engaged in HIV/AIDS health education and counselling in surrounding communities and schools where the youth are also involved which has played a key role in promoting abstinence, safe sex, disclosure of infection status, adherence to treatment, positive living and referrals. The CBOs have also played a vital role in child protection and social support through sensitising parents and guardians about the rights of children. Leadership of partner CBOs take pride in these ongoing and evolving accomplishments to encourage healthy and productive behaviours among youth, provide counselling to youth in need of emotional and social support, and promote sustainable communities.

The projects in the Budaka region have benefited from the on-the-ground leadership of Katooka Joyce, our Liaison Officer. Ms. Katooka has represented us in a consistent, professional and effective manner during the transition at the foundation for supervision of the Budaka project. In March 2014, Ellen Percy Kraly, a population geographer from Colgate University, New York, USA, visited the Budaka projects on behalf of us provided technical assistance to the CBO leadership about the potential for renewal of the Commitment Agreement. Ellen has since been appointed Project Coordinator for the project and



Uniforms being distributed at the Munaku-Kaama school



Parents at Galimagi scholastic materials distribution and celebration day

throughout the second half of 2014 has worked closely with Ms. Katooka to put in place the extension of the Commitment Agreement for the projects.

challenges

Three issues critical to the ongoing success of the Budaka Project for Orphans and Vulnerable Children remain an issue for CBOs and us. First, projects to promote leadership and empowerment of OVC youth in Budaka in community projects need further promotion. CBO leadership embrace the importance of engaging youth as participants in the process of community and youth development but also express the need for training and resources to create a program of youth leadership and action. Second, the growing population of orphaned and vulnerable children within the Budaka region puts into relief the need for addition training in counselling and child development among CBO leadership and participants. It is critical that a sequence of steps to provide training for additional members of the community be articulated and implemented this coming year. Third, the success of our supported projects in Budaka has stimulated interest in other organisations for partnership with us. Planning for the future of OVC projects within the Budaka region may need to occur sooner rather than later.

future plans

In this coming year, we will encourage creative thinking about capacity building among OVC and youth among CBO leadership, and the development of strategic goals for increasing human and financial resources for training for counselling and child development support within the communities. Preparation for the monitoring and evaluation visit of Ellen in January 2015 is underway. During this visit, Ellen will give highest priority to focus on the context in which the CBOs are operating to appreciate both the opportunities for success as well as the challenges which they faced in implementing strategies to achieve project goals. Close listening will serve to calibrate specific goals for projects specified in the proposed Commitment Agreement as well as to identify potential areas of innovation in strategies and plans. Strategic planning for the sustainable and successful growth of the Budaka project will reflect effective and productive communication, trust and collaborative partnership among all parties, and as always, respect.

Wedweil Community Development Foundation

Wedweil, Aweil, South Sudan

Project Coordinator: Sue Cunningham

Project Advisor: Santino Yuot

Project established: 2013

For some time we have been interested in developing relationships with people from refugee communities who are establishing new lives for themselves in Australia. Around 3500 South Sudanese people have been resettled in Australia in the last decade, having fled the brutal twenty year war civil war in their country and often having spent extended time in refugee camps.

Most South Sudanese people feel deep connections with their homeland and seek ways they can assist people to re-establish their lives after the war that ended in 2005. Santino Yuot, a leader of the South Sudanese community in Australia approached us in 2012 with his vision to support a teacher training and school renovation project in his homeland village of Wedweil (Aweil State, South Sudan).

Wedweil faces enormous challenges. Infrastructure in Aweil state has not been rebuilt since the war and 92% of its people live below the poverty line. Many people have never experienced proper schooling; within Wedweil approximately 10% of children have attended primary school, and there are no secondary schools in the area. The previous school, built before 1965 and damaged during the war, has not been rebuilt although it is still being used.

In June 2013, we supported Santino to return to Wedweil to conduct an in-depth consultation with the community there in order to clarify their priorities around encouraging children to attend and stay at school. He sought their views on whether the priority was to rebuild the school or to train the teachers first. After holding meetings with community elders, teachers and parents Santino found that the clear consensus was to renovate the school first after which teacher training could more easily be accommodated.

achievements

A Commitment Agreement was signed in February 2014 and, after resolving some issues with how best to send funds to Aweil, the first tranche was sent to the Wedweil Community Development Foundation (WCDF). Receiving the funds meant the long held commitment of community members to begin renovating the school could get underway. Although Aweil was not directly affected by the conflict that began in December 2013 between the government and opposition forces, the impact of the violence meant that the WCDF found there were problems obtaining trucks to transport the building materials. The men also found that they had more difficulty than usual obtaining supplies. A further impact of the fighting was that some people forced to flee their homes sought refuge in Aweil, stretching the community's basic food supplies further than usual.

Despite these obstacles one room of the school was re-roofed allowing classes to take place in all weathers. We were thrilled to see photos of the completed room and sent the second tranche of funds in late May. The community volunteers and paid builder began work again as soon as the funds allowed them to obtain supplies to complete the remaining three rooms. A key group of 15 volunteers even contributed some of their own funds to the project. The remaining funds are to be used to finish the windows and doors.



Before and after photos of the Wedweil community school with a new roof and ready for students

challenges

The project's initial challenge was how to safely send the funds to the Wedweil Community Development Foundation which was not registered as an NGO and didn't have a bank account in its name. We sought assistance from a number of established NGOs to auspice the funds but were not successful in our requests to them. We were conscious of the rhythms of the year in South Sudan and wanted to ensure that the first funds reached Wedweil so that construction could begin before people stopped to plant their food gardens. The money transfer mechanisms were established in February and have worked effectively since then.

The most substantial challenge has been for the Wedweil community to obtain supplies during the continuing conflict. The commitment of key volunteers to finish the renovation was heartfelt and despite the scarcity and difficulty of obtaining supplies, they were determined to keep going. The photos we received of the building are testament to their hard work.

future plans

In line with our commitment to take calculated risks, this project is funded for one year in order to establish the viability of supporting a project in a country with an ongoing and violent conflict. The results are very encouraging and Santino will

undertake a monitoring and evaluation trip in late January 2015. He plans to talk with the qualified teachers who are willing to train the school's teachers and ensure the implementation of a training program in Dinka, English and Maths. He is also planning to run leadership training for key community members, using his experience gained in Australia. Santino will report on what further work needs to be undertaken to make the school a welcoming place in which to learn – and we are excited about being able to assist.

Orwetoveni Community Project

Otjiwarongo, Namibia

Project Coordinator: Tracey Peters

Project Advisor: Hadi Zaher

Project established: 2013

The idea for a project in Namibia was first brought to us in mid 2013 by connections at The Rotary Club of Macquarie Park (RCMP) in Sydney. Established relationships already existed in the town of Otjiwarongo in central/north Namibia, as did a keen enthusiasm to help a marginalised community; what was lacking was expertise in community development which is where indigo foundation could contribute, and support.

Prior to initial discussions with us, a proposal had been received (by RCMP) from the Municipality of Otjiwarongo (their term for the Town Council) to build a Youth Centre in the informal settlement area where the most marginalised youth of the town live. The centre would be dedicated to providing social, educational and recreational services to the community, with an emphasis on youth activities and community welfare. The proposal subsequently underwent our rigorous assessment process, the outcome highlighting the need for further community consultation with a view to developing a robust plan to take the project forward and importantly, adhere to our guiding principles of community ownership, sustainability, equity and transparency.

achievements

Subsequently, Libby House (Development Coordinator) and Tracey Peters (Project Coordinator) visited Otjiwarongo to conduct a needs assessment. The time was spent engaged in deep community consultation – with groups of varying age, gender and community standing. What we found largely confirmed our understanding of the situation – which was encouraging in terms of the big picture, but also vitally important in terms of ensuring sustainability. We also learnt that within the area of the informal settlements, there are large numbers of teenage heads of households and of grandparents caring for orphans. Student pregnancies, substance abuse, illegal abortion and teenage suicide were reported to us as issues of great concern. Depression was also recognised as a common problem, albeit most likely not diagnosed or treated as such. The majority

of residents in the informal settlements live without electricity or household water connection. Water is purchased by the council and distributed through water points on a pre-paid system. Physical and sexual abuse was reported as not uncommon and there are no provisions for support for gender based violence. Many children are undernourished and partially dehydrated and often have to walk long distances to school. Lack of access to food and water, and caring for family members who are unwell can mean children do not attend school, despite primary school education being free and compulsory in Namibia. Abject poverty is commonplace and the psychosocial impacts of these family and community dynamics are devastating and typically go on to transcend generations. Regardless, one could feel a real sense of hope in the town and an enthusiasm to progress and identify new initiatives; despite their seemingly dire circumstances, the community still appeared to have motivation to improve their situation.

challenges

The most immediate challenge was to identify a local Community Based Organisation (CBO) with whom we could partner. Ideally a CBO would already exist and have established ownership of projects we could potentially support. However, in the absence of such an organisation and in the circumstances, a decision was made locally to establish a CBO specifically to work with us. We were very fortunate to be able to identify a Convener (to establish the CBO) to manage the organisation, as well as a Liaison Officer to ensure smooth contact between



Development Coordinator Libby House at a Women's Group consultation to discuss development priorities in Orvetoveni



Tracey Peters at the OtjiVeg project with volunteers and John Hinda from the Otjiwarongo Council

our two organisations Both people are prominent community leaders who bring knowledge and enthusiasm to the tasks ahead as well as a genuine passion for the welfare of the community. Much work is ahead on this front. The other immediate challenge is to “maintain the rage” – that is, maintain the interest and enthusiasm of a township that is desperate to break free from a cycle of under-education, unemployment, poverty and despair.

future plans

We anticipate that 2014-15 will be spent bedding down the critical logistical, governance and principle issues and most importantly - registering the CBO. However, we also envisage starting certain activities so that the community maintains confidence in the relationship and our support.

Consultations during the recent trip identified and prioritised activities, some that would require a venue, others not – and some that would be mobile by definition – but all speak to our key development areas of health and education, primarily in the youth demographic. Whilst the activities in mind were amongst those identified as priorities, they are all able to be easily and quickly introduced. We also hope to address some ingrained self esteem issues by providing activities that the more privileged part of the community would take for granted. Whilst the trip gave use an increased level of clarity and direction, getting the fundamental structure right is critical to the future success of projects in the town so we continue to work towards this end whilst hopefully also maintaining the interest and enthusiasm of the town and its community.

Women's Empowerment Centre

Kabul, Afghanistan

Project Coordinator: Deborah Raphael

Project established: 2011

“In order to achieve a genuinely equal society women need the space and opportunities to grow and participate in the social, political and cultural domain of the society... The women of Afghanistan are committed to this change. This commitment is the greatest resource we have.”

- Interview with Dr Sima Samar, current chairperson Afghan Independent Human Rights Commission (openasia.org, posted 31 January 2014)

GIHE is a non-profit coeducational tertiary institute founded in 2010 by Dr Samar. Dr Samar and WEC's director Nasima Rahmani, a former UNIFEM peace scholar in Australia, have been long-term advocates on women's rights and gender equality issues in Afghanistan.

indigo foundation have been providing support to develop WEC's capacity to enable disadvantaged Afghan women to access quality higher education in law, political science and economics at GIHE. As well as fostering educational opportunities WEC is building a safe and welcoming academic environment free of discrimination and sexual harassment and which offers additional opportunities such as participation in English and computer classes. Funding supports a tuition scholarship program and various capacity building activities including launch of a gender and women's studies program and development of resource materials. After the first year our financial commitment was increased for 2012/13 and 2013/14 and overall commitment extended to October 2015.

achievements

Under the leadership of Nasima Rahmani WEC has had a productive year building on its early successes in Years 1 and 2. Particular achievements include:

- ◆ expansion of GIHE scholarship program to support tuition fees for 190 female students. Examination results and retention rates have continued to be very encouraging;
- ◆ first cohort of female students will graduate from GIHE at end of 2014;

- ◆ English classes now provided at beginners, intermediate and advanced levels;
- ◆ continued development of academic program in Gender Studies with 6 week Summer School conducted in Dari;
- ◆ funding obtained to develop curriculum resources in Dari. This is an important step on way to integrating gender studies into higher education across Afghanistan;
- ◆ Peace and Conflict Studies program now supported by US Institute of Peace with the goal of institutionalizing a degree program;
- ◆ Nasima Rahmani has commenced her doctoral studies as part of the Max Planck Foundation Hamida Barmaki PhD Scholarship Program awarded to talented and committed law lecturers in Afghanistan. Nasima is funded for several research stays in Germany and at UTS Sydney but continues her role as lecturer and director of WEC;
- ◆ joint research projects commenced with University of Technology Sydney under MOU signed in June 2013; and
- ◆ Dr Samar nominated for 2014 Sydney Peace Prize.

challenges

The major challenge is in being able to meet the needs of the many women who seek a quality education but cannot access a place at the highly competitive government universities due to financial and educational disadvantage. Notwithstanding increasing support for the scholarship program GIHE is unable to meet the high demand for tuition scholarships.



WEC Director Nasima Rahmani with a cohort of WEC scholarship recipients

Many women are unable to study in a coeducational setting and GIHE is still hoping to secure significant funding to set up a Women's College within GIHE to open opportunities for such women.

We congratulate the staff and students at GIHE on their considerable achievements during 2013/14 and look forward to our continued association with them.

The Afghan economy is still fragile and job opportunities for new graduates are limited. It will be essential to create other opportunities for the graduates to network and develop professionally.

Security situation in Kabul remains volatile and unpredictable.

future plans

The long-term sustainability of GIHE and WEC is looking very positive. GIHE now has over 2000 students, which is providing a stronger financial base. The tuition fees for over 190 female students are now funded through the scholarship program administered by WEC. Major donors to the fund apart from indigo foundation are Culture of Resistance Foundation, Canadian Federation of University Women and Linda Norgrove Foundation.

With significant funding now secured for both the gender studies and the peace and conflict programs at GIHE it is likely that WEC will be part of a restructuring as new academic departments are established in those fields.

WEC plans to partner with the newly established Afghan Educated Women's Services Organization to work more broadly to support and improve educational and career opportunities for girls and women at both tertiary and schools levels.

Borjegai Village Community

Borjegai, Ghazni, Afghanistan

Project Coordinator: Cynthia Grant

Project Advisor: Ali Reza Yunespour

Project established: 2003

This project demonstrates the outstanding results that can be achieved when a strong and respectful partnership drives community development. The relationship between the Borjegai community, indigo foundation and the Rotary Club of Ryde, has for or over 10 years, created and sustained educational opportunities for girls and boys in Borjegai.

This past year has been no exception – the partnership has furnished two schools, Salman-e Fars School and Sayyed Jamaluddin High School and , funds for administrative assistance have continued to be provided by us, resulting in female teachers being retained in all nine schools and the provision of the teacher training program delivered in Borjegai, benefiting not only Borjegai but neighbouring Jirghai as well.

We have supported both infrastructure and operational assistance for the primary and secondary schools in Borjegai over the past eleven years. The initial donation for the purchase of textbooks began the partnership in 2003. Assistance with funds for the construction and school furniture for five schools has resulted in opportunities for education for all the community's children. 2009 saw the welcome addition to the partnership of the Rotary Club of Ryde. This Club has consistently supported school construction and furnishing projects in Borjegai over the past five years.

The community has, in all stages of the project, committed its own share of significant resources, both in kind and in cash, showing a true partnership arrangement.

Monitoring and evaluation of the achievements of the project has been undertaken by Salman Jan and Ali Reza Yunespour. This has provided the community with first hand knowledge of indigo foundation and the direct links that make the partnership so powerful. The continuous contact between our Australian Afghanis Advisors, Rotary Club of Ryde

and the Borjegai community is the glue that keeps it all together.

achievements

The employment of female teachers in all nine schools has been maintained through the general support grant, providing excellent role models for the young women in Borjegai and highlighting the shifting community attitude to provision of educational opportunities for girls. The presence of these female teachers many of whom are graduates from Borjegai) across the school network has been instrumental in the conversion of Golbona High School, originally a girl's only school to a coeducational school, the same as all the other schools in the area.

The community believes 'that the general support funds for teachers and schools has made a huge difference to the quality of education in our community. It has helped us to train more teachers, which has ended our reliance on hiring teachers from other areas.' (Financial Trustee's report) The students' achievements themselves are outstanding and of those sitting for entrance examinations to public universities, kankoor, more than 85% were offered places. This is one of the best results of any district in Afghanistan.

The community consults widely in preparing its reporting to us. It acknowledges that without the assistance provided over the past decade, it would not have been able to achieve what is now the reality of education in their own local area.



Constructing furniture at Salman-e Fars school, Borjagai



Children no longer have to sit on the ground for lessons at Salman-e Fars school

The community is particularly pleased that the model developed between the partners through this cooperation can be used with neighbouring communities and is happy to share knowledge and experience.

For example, Koshkak High School has recently become an educational hub for all Borjagai schools and now attracts participants in its teacher training programs from neighbouring Jirghai schools. Our Financial Trustee reports 'the ongoing communication and cooperation between Borjagai schools and recently with Jirghai schools, have been, to a large extent, the result of indigo foundation's ongoing support for our school and a key factor for community harmony and development in the past several years'.

challenges

The community consults widely in preparing its the completion of all the school building program across the Borjagai school network is tantalisingly close and the primary challenge for this project is sourcing funding to do this. Some support have already been promised by Rotary Club of Canberra Burley Griffin towards the re-roofing of the main Borjagai High School, but support for construction work and furnishings of Ali Ibn-e Abi Talib High School needs to be found. These are the two priority projects that the community has nominated for the next two years – and once finished will be the end of an ambitious program of reconstruction and upgrade of school buildings and facilities that has been delivered on budget and within time over the last decade. An achievement we have can all be proud of.

future plans

Apart from the completion of the building program, the community has also requested that an administrative assistance annual grant of \$4,000 be extended until 2019.

In addition, while the educational needs of the community have, to a large extent, already been met, other local needs include:

- ◆ roads and a bridge which would be used by all sub-villages on a daily basis to avoid a long detour, thus reducing significant walking time for children getting to and from school and increasing economic opportunities for families;
- ◆ employment of an additional doctor in the hospital, currently served by one doctor and one nurse who provide services to 30,000 people; and
- ◆ additional health equipment and medicines.

We will work with the community, our partners and supporters over the next year to continue providing assistance to this extraordinary community. We look forward to the continued relationship and friendship that this project has created.

Jirghai Village Community

Jirghai, Ghazni, Afghanistan

Project Coordinator: Ali Reza Yunespour

Project established: 2013

This project is a community-based initiative, which arose out of an initial request from the Jirghai community to us in 2010, and subsequent formal requests during Ali's visit to Jirghai schools in 2013.

It is inspired by the success and impact of the Borjegai Community - indigo foundation partnership, where girls and boys are achieving outstanding academic results in a school system supported by trained teachers and new and refurbished buildings.

This year we assisted the Jirghai community through support for a teacher-training program, which improved the skills of 15 teachers in three High Schools.

Following the successful completion of this program, we determined our partnership with the Jirghai community had the potential to be as broad and successful as our one with Borjegai. Ali Reza Yunespour, our long term advisor was appointed Project Coordinator role and we decided to support the community with the building of Shebar High School and provision of furniture for Imam Hussein High School.

Borjegai School Project is the model for project, and the community approached us for support in the hope that the achievements and impact of the Borjegai partnership could be replicated in their village.

We have had a slow start in helping the Jirghai community since their initial request for assistance in 2010. As part of our assessment of the community's needs, I met the community elders and representatives in Kabul and visited their schools, respectively, in 2012 and 2013. We have learnt more about the specific needs of each school in Jirghai, and the community's commitment to work with us to address their education needs in coming years.

Our assessments have also helped us to establish and strengthen our relationship with the community, and to understand the existing local capacity.

achievements

Following the community's formal request in 2012, we supported their schools with a teacher-training program in 2013-2014. The program aimed to improve the capacity of local teachers, and it successfully assisted 15 teachers in three Jirghai High Schools.

Our Financial Trustee reports 'The program also allowed the participants to share their knowledge and experiences with each other...[and] More importantly, the program helped Jirghai schools, particularly three High Schools, to work together and become aware of each other's programs'.

Furthermore, this program marked our first working relationship with the Jirghai schools. The community showed enormous commitment and capacity to successfully deliver on their promises throughout this program.

lessons learnt

The community consults widely in preparing its reporting to indigo foundation and have noted that their relationship with indigo foundation, while still in its early stages, has already benefited their schools and teachers.

The community is very keen and committed in working with us to address their other education needs. Their last report reads, 'we hope to continue our partnership with indigo foundation, and to seek further assistance from Borjegai people and their schools'.



future plans

As it was mentioned above, the community has identified the following projects as their priorities for next year:

- ◆ construction of Shebar High School building; and furnishing of Imam Hussein High School.

We have prepared and forwarded, respectively, two proposals for these projects to Australian Embassy in Kabul and Hall Rotary Club in Canberra. We are hopeful to hear their responses by the Afghan New Year (March 2015), and to be able to assist the community through these projects.

The Jirghai-indigo foundation partnership has provided us with an opportunity to continue our development work in rural Afghanistan. It will directly assist the Jirghai community, and will show the viability of our development model in a new local context.

OCCO

Battambang Province, Cambodia

Project Coordinator: Geoff Berry

Project established: 2014

OCCO is an English language learning centre in the rural outskirts of Battambang, Cambodia's second largest city. Battambang is close to the Thai border. Many people from the region travel (illegally) to work in construction across the border where they can earn up to US\$200 a month but are often exploited by the unscrupulous. Younger children are usually left behind under the care of (slightly) older siblings or ageing relatives. There are many parentless families in the region and there are limited opportunities for young people to learn, gain employment or to go to university.

OCCO's work focuses on identifying the needs of the most vulnerable children and young people (between 5 – 23 years) within three villages – Prey Dach, Trang and Prey Torteng – providing them with language and life skills development. OCCO's aim is to build economically and socially stable communities where all community members have access to education, health care, community services, employment opportunities and self-determination.

Our initial commitment agreement with OCCO was for six (6) months from July – December 2013. In May 2014 we signed a further two-year commitment agreement.

achievements

◆ English Language Program

Throughout the year OCCO ran English language classes for students from Prey Dach, Trang and Prey Torteng – villages on the rural outskirts of Battambang, Cambodia's second largest city. Speaking English is essential for employment and a requirement for university entry.

Two hundred and thirty eight (238) students attend OCCO courses 55% of whom are girls. Over the course of 2013 student numbers increased from 157 to 238.

Students attend one-hour language lessons after school, including on Saturdays. The lessons are conducted by volunteer teachers, local young people who themselves attend high school or

university. The volunteer teachers are selected and trained by Chey Siphon, founder and Executive Director of OCCO. These teachers attend a weekly curriculum planning and administrative meeting on Sundays, their only non-teaching day. Our support enabled Chey Siphon to provide training and supervision for the volunteer teachers along with a small monthly stipend to four volunteers from disadvantaged and/or parentless families.

◆ Computer Training

Few of the students or volunteer teachers have ever used a computer. Technology training is seen as one of the most important areas of learning, enabling the volunteer teachers to contribute to the teaching and administration of OCCO as well as providing them with technology skills to for their school and university studies. To this end we supported 16 students, including eight of the volunteer teachers, to attend a five-week computer training program at Dewey International University, Battambang.

The students were introduced to the fundamentals of computer use as well as the basics of Microsoft Word, Excel and PowerPoint. They now have greater confidence when using computers and a broader understanding of how computers can assist in their current and future studies. The students travelled by motor rickshaw into Battambang each afternoon to attend the course. indigo provided funding for both the training and the transport.



Board member Cressida Hall at a meeting of local NGOs in Battambang



Local volunteer teacher giving an English lesson at Trang Village

challenges

OCCO's greatest challenge is in creating a sustainable organisation within an engaged community. There is little community involvement in the management of OCCO. This is almost entirely the work of Chey Siphon. While her efforts are acknowledged and appreciated by the community – from the Commune, to the village headwoman, to parents, volunteer teachers and students – the community has indicated no desire to participate in OCCO's future. Cambodian society, fractured by the civil war and the bloody rule of the Khmer Rouge, is highly individualistic. While there is much importance placed on family, there is little emphasis on community. The greatest challenge OCCO faces is in developing community engagement and administrative systems and support so that the centre is not so reliant on the work of only one woman.

future plans

In May 2014 our Board member Cressida Hall made a monitoring and evaluation visit to Cambodia before we signed a two-year commitment agreement with OCCO to continue to support their English language program, their scholarship program and to fund computing workshops for senior students.

In 2013 three volunteer teachers from OCCO gained scholarships to attend Dewey International University in Battambang. The scholarships were for their foundation (first) year of a four-year degree. In 2014 we undertook to support the scholarships

for these students. Further, we will support the expansion of this program should more students qualify for university entrance. Prior to OCCO and our support a university education was seen as completely unattainable by most students from this disadvantaged region.

We support the expansion of the stipend payments for the volunteer teachers. A further two volunteers are now being supported.

After the success of the computer training at Dewey International University, our funds will help send the entire senior class to undergo this training in 2014.

The relationship with OCCO is a new and evolving one. We have every expectation that it will develop into a strong and fruitful partnership alongside the people of Prey Dach, Trang and Prey Torteng.

Nyirripi Community

Nyirripi, Northern Territory, Australia

Project Coordinator: Alice Roughley

Project established: 2010

Our engagement with the Nyirripi community began in 2010 with a formal partnership between us, the Warlpiri Youth Development Aboriginal Corporation (WYDAC, previously Mt Theo Program) and the Nyirripi Youth Committee.

Together we determined the objectives of the project, which are:

- ◆ Supporting cultural strengthening 'bush trips' in Nyirripi to improve young people's knowledge of culture and country;
- ◆ Supporting capacity building in community development skills and processes with the Nyirripi Youth Committee; and
- ◆ Increasing positive public exposure of Mt Theo Program in general and Aboriginal youth in particular, through indigo foundations publicity material and where possible, special events.

The main component was supporting the bush camps and we do this by providing \$10,000 annually to fund the event. The purpose of the camps is for the community to spend time on country, away from the day to day activities and distractions in order to pass on traditional knowledge that would help young people become strong. These types of projects can have beneficial outcomes for individuals and communities, as research confirms that there are significant interdependencies between connection to Country, maintenance of cultural practices, identity and psychological and physical health.

achievements

In 2013 we undertook an in-depth evaluation of our partnership with Nyirripi community and WYDAC and the support we have provided since 2010. The evaluation found that the community view the camp as an important cultural activity that builds individual skills and confidence as well as social capital more broadly. The elders expressed a desire to encourage inter-generational knowledge transfer and promote

the knowledge transfer and promote the strength of Warlpiri culture. A number of community members suggested ways to further improve the camp as well as ideas to expand cultural sustainability activities.

This year, based on the evaluation findings, we signed another three year commitment agreement to support cultural sustainability, and the bush trip went ahead in May. The camp has gathered momentum with increased community participation each year and this year attendance far exceeded expectations with about 110 people in all, compared to about 60 last year.

The children learnt language, song, dance, hunting and the importance of being on Country, a celebration of culture. If this camp contributes to instilling a sense of identity for the children then our hope, shared with the elders, is that their self esteem and confidence will be enhanced. Community feedback on the event was extremely positive and each year we build on the learnings of the previous year. The community has made suggestions for ways to further improve the camps as well as ideas to spread the funding to include additional cultural strengthening activities.

Our contribution is but one of many. Our partners at WYDAC contribute continually in many ways through genuine respect and community partnerships. Their projects are many and we are grateful for our partnership.

We also aim to create other opportunities to support culture. Last year we facilitated an artist in residency project which brought five Nyirripi artists to the University of Wollongong. The residency showcased the Warlpiri arts culture and the talents of the Nyirripi artists. This year we brought 50 paintings back to



Walpiri woman making traditional beads at the annual camp



Bush coconut collected during the annual cultural bush camp

Canberra for an exhibition at the Front Gallery and Café. The response was overwhelming with all but two paintings sold at the opening which was attended by more than 70 people. By coincidence, a number of Warlpiri artists were in Canberra for another Warlpiri exhibition at the National Museum. The absolute high point of our opening night was their arrival and their address to the crowd, which made the event real. ABC radio announcer, Alex Sloan declared the exhibition open and said to our Warlpiri guests, “Thank you for painting our country for us”. We look forward to doing this again and finding more and different ways to support the Nyirрпи community and to celebrating Warlpiri culture.

challenges

Whilst it is not possible to quantify the extent to which cultural strengthening occurs as a direct result of our support, it is possible to see, from qualitative evidence, that the bush trips are viewed and experienced by the community as important cultural activities that build individual skills and confidence as well as social capital more broadly.

It is essential to acknowledge that the Nyirрпи/indigo foundation bush camp project is one small contribution among many efforts and initiatives by a range of organisations to support the Nyirрпи community. The impact of a single social program on individuals/communities is always difficult to measure as there are so many other influences. Consequently, evidence of impact is always partial. Evaluation must acknowledge that culture is a complex mix of practices, symbols, languages, ideas and codes of conduct. Questions of what constitutes cultural strengthening, how it can be measured and who should measure it are complex and

culturally sensitive issues. We do know however there is evidence that time spent on country can contribute to cultural strengthening and community health and well-being more generally. For example:

- ◆ On-country cultural trips can help form and re-form peoples’ identity and sense of how they function within their communities.
- ◆ There is a positive correlation between on-country trips and cultural maintenance and healthy social outcomes for Aboriginal people.
- ◆ Aboriginal people with weak cultural attachment are more likely to have been arrested in the last five years and be involved in risky alcohol consumption.
- ◆ Cultural immersion can reduce mental illness and suicide.

future plans

We will continue to support the annual ‘indigo camp’, working with the community to strengthen and consolidate the opportunities for cultural learning that are created during this weekend. During interviews in 2013 the community suggested a number of additional cultural activities for future consideration, including taking a group of dancers to the Laura Dance Festival in Cape York Peninsula, working with Batchelor College on workshops for making wax from spinifex for boomerangs and spears, and working with WYDAC to see if the money can be used to include a couple of smaller camps – one for women and one for men. These are ideas we plan to develop with our partners.

With new ideas and much enthusiasm for the cultural strengthening project, from both the community and us, the future is looking positive for the partnership, a partnership we thoroughly enjoy and appreciate.

Lua Lemba Education and Community Development Foundation

Rote Island, Indonesia

Project Coordinator: Libby House

Project established: 2000

Lua Lemba Education and Community Development Foundation registered as an NGO in Eastern Indonesia in 2000. Their initial project with us was establishing a senior high school in West Rote Island with classes held after hours in the existing junior high campus. We provided support for teacher's salaries. The school now has its own campus and attracts students from other islands.

Our first Commitment Agreement was signed in 2004 and Lua Lemba has since delivered programs of community health and wellbeing, enfranchisement of women and children, food security, early childhood education and cultural transmission. Lua Lemba has provided hundreds of education bursaries in this time and bursary recipients have returned to Rote to work in health, education and public service. While education remains at the core of Lua Lemba's focus, cultural transmission and food security programs have been highly successful since the beginning of our partnership.

A new three year Commitment Agreement was signed in May 2014. We are the only source of support to Lua Lemba and the new Commitment Agreement provides support of A\$13,000 per year.

achievements

The Oehela Farmers Group of 38 households was the first food garden supported by Lua Lemba with a start-up capital of less than A\$2,000 and technical assistance in 2006. The group exported 30 tonnes of onions this year. The Group's community rice field, with some financial assistance in 2012, yielded enough rice this year to feed the ten member households and their families for a full year. Both these gardens are now fully independent but their leaders remain active members of Lua Lemba.

There are six gardens in the program which remain small community gardens providing fresh food seasonally for members and their families.

The Oenale Pig Bank has grown from the initial five members with three members owning pigs, to nine members all of whom have pigs. There is a waiting list for both joining the co-operative and for buying young stock from the bank. The new Commitment Agreement provides funding for two new pig banks this year.

In May new volunteer Tamara Gulic visited Rote to deliver pilot workshops for a program for arts in schools. Tamara's work captured the imagination of children, West Rote Education Department and teachers alike and Tamara is looking for funding to return to Rote next year with her musician husband to continue the program. Tamara has agreed to expand the scope of the program from primary schools into the four junior high schools of West Rote and N'dao Island.

The Delha Cultural Festival was postponed until the end of October.

This year 75 small bursaries were offered to West Rote students from primary to University level. Since 2012 forty students have been provided with University bursaries and ten of these graduated in June this year. Two of the graduates have returned to work in the Health Centre in Nemberala, others are waiting employment in education, tourism and fisheries.

This year the Lua Lemba Co-ordinator Mercy Killi met with an Australian Government Overseas Aid Program representative in Delha and discussed the



Mixing paints with Lua Lemba's Mercy Killi in preparation for the arts in schools project



A member of the Oehela Farmers Group planting onions at the M'bore cooperative food gardens

possibility of a water supply project. Lua Lemba understands the representative will return in April 2015 for further discussions.

challenges

Rote is a dry, primarily limestone island with little or no rain from the months of April to December. Food garden and the animal bank production is constrained by the limited water supply. Only one garden has remained in full production through the dry season.

Water is consistently listed as the top priority for development in community consultations but the costs involved are beyond the capacity of Lua Lemba and indigo foundation.

The success of the pig bank took many members of Lua Lemba by surprise as it was seen as a high risk enterprise and only A\$300 was allocated to the program. The participants and Lua Lemba agree that the slow start and careful planning involved in meeting Lua Lemba criteria for supporting the bank has been a major factor in its success.

Finding volunteers to administer Lua Lemba is an ongoing problem as the Committee has a huge work load personally as well as professionally. Lua Lemba does an impressive job delivering their program under the current constraints. They are actively recruiting new members to work on specific programs and restructuring the administrative framework.

future plans

This year Lua Lemba plans to support new food gardens and strengthen the only food garden with the capacity to produce food year round. Two new pig banks and an advocacy program are in development.

This year's Festival has a theme of Gotong Royong or Working Co-operatively.

Lua Lemba goes from strength to strength. Its existing programs continue to build and deliver positive results for the community, and it is constantly considering new and innovative ideas to support its constituent villages. With small amounts of funding from us, and ongoing support for organisational capacity building the achievements over the last 14 years have significantly contributed to an improved quality of life for many in Rote. Our partnership is one that represents what we stand for, and is one we look forward to continuing for some years to come.

Program for Education and Awareness Building

Madhurantakum, Tamil Nadu, India

Project Coordinator: John Bolger

Liaison Officer: Semmalar Selvi

Project established: 2006

The Program for Education and Awareness Building (PEAB) has, since 2006, supported rural Dalit children to improve their educational performance with the aim of enhancing their eventual employment opportunities. Indigo foundation has been the sole source of project funding since 2007.

The PEAB currently operates seven Village Education Centres (VEC) in and around Madhurantakam. These VECs provide after school tuition and assistance with home assignments for students up to Year 9. The project also operates coaching centres in two locations for Year 10 students in English, Tamil, Mathematics, Science and Social Science. The Indian Public Exam, sat at the end of Year 10, is a nationwide benchmark for students and is a determining factor in employment prospects. A mentoring and guidance program for tertiary students is also operated. Over the last eight years, PEAB has continued to improve school retention to Year 10 and success rates in State Board examinations. The project has achieved this with modest resources, committed tutors and strong community support.

achievements

After a challenging year in 2013 with several key resignations and a change of financial manager, we are very happy to report that some much needed stability was brought to the project after a full time local project coordinator was employed in November 2013. The coordinator, Kanniappan, has previous experience in working with marginalised communities and has assimilated into the existing PEAB team very well. Communications with our partners at the Social Awareness Society for Youth (SASY), who provide local financial management services to the project, have improved significantly as a consequence.

The team at Madhurantakum has been able to open a second Year 10 coaching centre (previously

postponed) in early 2014 and in May 2014 successfully held a School Camp over several days as a community and team building exercise.

We are very grateful to the Rotary Club of Ryde, who kindly funded the PEAB project to end March 2014.

challenges

We are particularly pleased with the way the PEAB team and local communities maintained their support and focus for the project through a difficult 2013, enabling the project to become stronger and reaching more students in the process. The lesson here we believe is: Don't Panic! Solid community support and a committed field team can overcome significant challenges given a little time.

Opening of a second Year 10 Coaching centre had been postponed mainly because of difficulty in locating suitable premises. One of the existing Year 10 tutors identified and secured the use of an unused classroom and then all the tutors rearranged their schedules so that both centres can operate at the same time, with the tutors (each teaching a separate subject) rotate their shifts between the two venues. Teamwork in action!

Another new initiative for the year was the facilitation of an external training session for all the PEAB Year 10 students in exam techniques, including how to manage anxiety levels during the all important Public Exams, the focus of Year 10 study.



Teaching at one of the seven Year 10 Coaching Centres



After school tuition session at a Village Education Centre

future plans

The PEAB project team is planning to make a Summer Camp an annual event to develop the children's life skills, general knowledge and encourage creativity with traditional crafts. The successful exam techniques training will also become an annual event. The team is also discussing ways to encourage youths who have dropped out of school to re-engage with education.

We are very pleased to report that our partnership with the PEAB and SASY has recently been formally extended to 2016.

Mahalir Sakthi

Madurai, Tamil Nadu, India

Project Coordinator: John Bolger

Project established: 2012

Mahalir Sakthi started in 2005 and registered as an NGO in India in 2007, with the goal to empower children and women of the most disadvantaged communities (predominantly Dalits) in the slums of Madurai to escape from poverty.

Mahalir Sakthi aims to achieve their goal by:

- ◆ providing educational encouragement, guidance and motivation to school children on the importance of education and assist them to excel in studies, and
- ◆ providing skills training for unemployed youth and women as a means to promote self-employment.

The word Dalit, in Sanskrit, means “oppressed”. Dalits are the name of a group of people who are born into the bottom rung of India’s caste system. Tradition assigns Dalits to all the dirty laborious work in society, including gutter cleaning, manual scavenging, toilet cleaning, and garbage collection.

There are 200 million Dalits in India, approximately 1.2 million in Tamil Nadu. Dalit children are the major drop outs from their schools, they often lack motivation and are discriminated against by members of the wider community. This frequently results in the children becoming labourers and inheriting the same demeaning tasks that their parents performed.

Since 2012, we have financially supported Mahalir Sakthi in running a number of their programs, such as the operation of educational summer camps for Dalit children, provision of tailoring and typing training courses, organisation of a domestic worker’s union, acting as an advocacy centre for slum dwellers, organisation of youth meetings to promote health and general education as well as monitoring the provision of local government services within the slums.

Additional programs run by Mahalir Sakthi include operation of 10 tuition centres providing after school coaching for over 400 children between 5 yrs to 16 yrs. The tutors are educated Dalit women, resident in the slums, who have been previously unemployed.

The funding for this program to date has been provided by a UK agency but this support is ending in 2014.

achievements

Continuation of the educational summer camps to a steadily increasing number of participants (300 in January 2014) for slum children designed to develop extra-curricular activities (i.e. public speaking, essay writing, story telling, poetry writing, painting and cultural activities like street theatre, dancing, acting, singing, etc), as well as training in leadership and spoken English. These camps are very popular with the children, who relish the opportunity to learn new skills, hone their talents, and participate in a range of competitions. An unexpected outcome of the January 2014 Camp was from a regular event, the Student Quiz. This largely General Knowledge contest produced two boys whose scores were identical over a number of rounds. They were declared joint winners and inspired a retired college professor to pledge his personal support to sponsor both boys tertiary education costs. Excellent result!

The numbers of women gaining employment in tailoring factories/shops as a result of attending the Mahalir Sakthi tailoring classes continues to increase as does those women working from home to produce garments. These activities are significantly



Women participating in the tailoring program, which in turn generates income for the students



Garland making, another income generation project

paid more than traditional Dalit women occupations such as flower garland tying and incense stick manufacture and thus the families future occupation options are improved.

A significant number of women (over 50 to June 2014) have registered for employment with the Mahalir Sakthi domestic worker's union and the majority are in work (monitored by Mahalir Sakthi) giving them appropriate conditions and wages. A common experience of Dalit women working in this field previously has been sub-standard wages and abuse.

challenges

Certainly the major challenge facing Mahalir Sakthi is the search for replacement funding for their tuition centre program. The program is an essential part of their aims and a significant effort from all interested parties is required.

future plans

Mahalir Sakthi is planning, given funding mentioned above, to expand their services in the slums and continue to improve the infrastructure that supports their current programs.

We aim to continue to collaborate with Mahalir Sakthi to support their programs and ensure as many women, children and young people in the slums can be empowered with education and training to escape from poverty.

strategic plan

Our plan for 2014-2017 was developed jointly by our staff, board and volunteers through written feedback and a one-day planning session.

Our strategic planning day was energising and ambitious. We celebrated our achievements to date, discussed the challenges and lessons learned and recognised that we are earning a reputation as an innovative and principled organisation that makes a material contribution in poor and marginalised communities.

Our guiding principles of equity, transparency, sustainability and community ownership continue to

guide the development and evaluation of both our programs and our internal structure.

We remain a volunteer-based organisation by principle. We want to strengthen the organisation and carefully manage our growth to ensure that we maintain our integrity, our personal approach and our focus on building deep relationships. This is what defines our approach and sets us apart.

Objective A: Continue to improve on project quality and integrity as the heart of indigo foundation

Strategy 1: Strengthen project development and implementation

The integrity and quality of our projects is the essence of indigo foundation. It is our reason for being and the basis of our reputation. We want to be bold and brave in pursuing projects that are challenging, innovative and transformational. And we want to continue to interrogate our existing projects against our guiding principles.

indigo foundation will continue to evaluate our projects and integrate the lessons learned and going forward we want to create more opportunities for our partners to interact and learn from each other.

Objective B: Grow indigo foundation's influence and be a catalyst for change in understanding and implementing community-led development

Strategy 1: Grow indigo foundation's profile and influence to promote our model of development

indigo foundation was founded in 2000 with the goal of doing aid better, in a way that is truly community-driven. Over time our projects have shown the success of this model. indigo foundation has a great story to tell and it is time that we started telling that story more broadly as a way to inspire and influence the way development is done. This will involve both: telling the 'indigo story' to inform and grow a thriving supporter base and; taking our model to the media and decision-makers where appropriate to influence approaches to development.

Objective C: Build a professional, dynamic and sustainable organisation

Strategy 1: Integrate partner organisations into our planning and operations

To increase diversity in the indigo foundation team and also more fully integrate our guiding principles of community ownership, we will seek to involve our partner organisations and in-country liaison officers in our planning and processes. The extent to which this is possible will obviously vary between projects.

Strategy 2: Develop a sustainable and predictable funding base

indigo foundation has done well to date in gaining funding however fundraising and a lack of resources remains a key source of concern within the organisation. We need to continue to develop a predictable steady income stream to meet our project aims, based on a mix of funding sources including small and large individual donors, grants and corporate relationships

Strategy 3: Build internal effectiveness across people, systems and governance

As a virtual organisation, indigo foundation must pay particular attention to ensure there are strong internal communication channels, good document-management systems and clear definition of roles and responsibilities. We need to ensure there are strong and streamlined financial, program management and reporting systems. As a volunteer-based organisation, it is also important that we continue to nurture the enthusiasm and dedication of our volunteers and ensure that we work as a cohesive and supportive team.

special thanks to our volunteers

indigo foundation is the result of a dynamic collaboration between a group of Australian volunteers, and representatives of communities where we work – all of whom have an inspiring commitment to social justice.

It is this wonderful contribution that generates the spirit of indigo foundation. The enthusiasm and tireless energy volunteers bring to their work cannot be overestimated. Our volunteer Project Co-ordinators and Advisors are the backbone of indigo foundation and to Elizabeth House, Deborah Raphael, Cynthia Grant, Ali Reza Yunespour, John Bolger, David and Mandy Wheen, Sue Cunningham, Santino Yuot, Alice Roughley, Ellen Kraly, Carroll Graham, Cressida Hall, Tracey Peters, Geoff Berry, Hadi Zaher and Tamara Gulic we extend our heartfelt thanks. We receive support in a variety of different ways, and our thanks go to (in no particular order):

Country Liaison Officers Joyce Katooko and Semmalar Selvi for the integrity and professionalism you bring to indigo foundation as well as the extraordinary communication you are able to facilitate on our behalf.

Isabelle Raphael, our website and general graphics designer – much needed and appreciated.

Libby Lloyd and Ros Strong for all their support and effort on the Women's Education and Empowerment Centre project in Afghanistan.

Theresa Huxtable for organising a fabulous Flamenco night in Wollongong and April Kelly and her wonderful band and dance troupe Ruido Flamenco for performing so beautifully for us, and Michele Kenworthy for her gorgeous singing on the night.

Sue Everard and the Rosanna Support Group for fundraising for Uganda, Stephen Wheen for producing a beautiful short film and raising funds for Rwanda, Talal Alamein, his wife Hanied Alamein, Talal's brother Majed Alamein, and their staff at Sahra Restaurant for providing us a gorgeous venue and great food for our Afghanistan lunch, Lesley Schumacher for organising a sumptuous the Hazara feast to raise funds for Borjagai.

Robin Brown and the MAMILS who rode valiantly from Canberra to Melbourne to raise funds for us

and Virginia Haussegger for rugging up and sending them off on a cold Canberra morning!

Alex Sloan who spoke so eloquently in her opening speech for our Warlpiri Art Exhibition at The Café in Lyneham for offering us their marvelous space to hold the exhibition.

Rowena Ivers for holding (another) Fabulous Fundraising Clothes Swap at her home with her band Misty Hill providing music for a cool and funky evening.

Sarah Kelly for organising and Helen and Peter Reilly of generously hosting our inaugural Adelaide gathering for our wonderful network of Adelaide supporters, to raise awareness for our Afghanistan program.

Lucinda Wilson for organising a great introductory get together for staff at the DPP Office in Campbelltown to introduce them to our work

Libby Lloyd for her incredible organisation of and enthusiasm for the annual Canberra dinner, Virginia Haussegger for being a charismatic and witty MC, and Tritia Evans, Doreen Culliver, Heather Chapmen, Louise Yakasuwa and Emily Graham for all the extraordinary behind the scenes work that went into the event.

Georgina Perry, Frank Jin and Carl Della Bosca from Ashurst Australia for offering pro bono legal advice.

Nedra Orme, Louisa Yasukawa and Alana Tomasetti for their writing and research and Allyson Pazos for her administration support for our projects.

Hadi Zaher for lending a boost and his expertise to our social media presence.

And last but by no means least, Stefan King for being an absolutely fabulous MC at our annual Sydney dinner - his charm and humour made the evening!

Project Coordinators and Board members contributed more than 20,000 volunteer hours to indigo foundation in 2013-2014.

many thanks to our organisational partners

University of Wollongong



University of Wollongong: since 2008 we have enjoyed a partnership with the University of Wollongong. The support of the University has delivered not only financial assistance, but also provided excellent opportunities to speak about the work we do.

We offer the University of Wollongong indigo foundation International Studies Prize as well as the University of Wollongong indigo foundation Prize for Academic Excellence in Personal and Professional Development awarded to the medical student with the highest academic performance in the ethical and professional practice of community medicine.

Billberry Blue Stocking Fund



We formed a new relationship this year with the Billberry Blue Stocking Fund to explore an empowerment and leadership project with young women in the Solomon Islands. Billberry Blue Stocking Fund supported this initial scoping and relationship building work and Robin Brown from the Fund and a group of generous friends organised a bicycle challenge from Canberra to Melbourne to raise money. We are excited about the prospects for an ongoing, strong and productive relationship with Billberry Blue Stocking Fund.



Rotary Club of Ryde has been a pivotal supporter of our Borjegai Schools project having contributing over \$180,000 to build schools and pay qualified teachers in Borjegai. In addition, Rotary committed to the fully funding our Tamil Nadu project until March 2014. Our partnership continues to develop with much shared learning and some terrific joint achievements.

We are excited this year to form a new partnership with the Rotary Club of Macquarie Park to support our Orwetoveni Community Project in Namibia. The proposal - and the funding - for this project was bought to us by the Rotary Club of Macquarie Park, members of which had long-standing relationships in the local community of Otjiwarongo. We are looking forward to ongoing collaboration and shared achievements with the Rotary Club of Macquarie Park as the Orwetoveni Community Project develops.

community development evaluation processes: what do they really look at?

Nabi Zaher, honours candidate, University of Wollongong

My interest in the not-for-profit sector encouraged me to look at the indigo foundation's project management practices as a potential research project for honours in the Faculty of Business, University of Wollongong. After initial contacts and discussions with indigo foundation, investigating project monitoring and evaluation in the context of the foundation's development projects was agreed as the subject of the research project. The following paragraphs present an overview of this research project, which was conducted under Dr Christopher Sykes and Dr Lynne Keevers' supervision and in collaboration with indigo foundation.

indigo foundation's project monitoring and evaluation practices could be investigated from a number of perspectives, including but not limited to community development and international development. However, given the constraints of the research, project management was chosen as an appropriate lens for investigation.

Despite the significant role that non-governmental and not-for-profit organisations play in human development initiatives, project management in international development in general, and not-for-profit sector in particular, has been given little attention. The approach to project management in this sector has been conventional or traditional, where success is defined in terms of cost, schedule and quality. Given the differences due to the goal and impact dimensions, the wide network of stakeholders and the environmental factors that define international development projects, traditional project management approaches and tools are not the most effective option for managing development projects, including community development projects implemented by NGOs.

Nonetheless, a review of the literature reveals three streams of approaches to project management in international development, the traditional, contingency and critical approaches. According to the traditional approaches, development efforts are responses to existing technical and managerial problems in the target communities and countries. Development is seen as a top-down process and projects are the cutting edge of development. This stream, which remains quite popular in the development sector, tries to prescribe a scientific and objective solution to both international development and project management. Therefore, the use of tools and techniques, such as project cycle and logical framework, is recommended for managing, monitoring and evaluating development projects. Contingency approaches see international development projects as context-specific and people-centred. In terms of project management, project success and effectiveness cannot be solely addressed by technical skills and the use of rational designed tools and frameworks. These approaches bring in the elements of environment, stakeholders and their participation in the equation. Toward the other end of the continuum, critical approaches view development projects as purely political, at both the micro- and macro-levels. According to this stream of thoughts, not only has development been used to label peoples as 'developed' and 'underdeveloped', it also turns the attention away from the realities and power inequalities between societies. They conclude that project management does not have to do anything with development.

Acknowledging the fact that indigo foundation's projects are implemented in some of the most disadvantaged communities, in politically and culturally charged environments and have, like any other development project, a wide network of

stakeholders, this research began with the idea that there is no one best way to manage development projects. The appropriateness and effectiveness of the management tools and techniques depend, among other things, on the organisation's development philosophy, and the environmental and contextual factors that define its development projects. In order to make sense of those defining factors, it is necessary to engage in a collaborative process with the research participants – the members and staff of indigo foundation. Consequently, the research adopted a participatory methodology and it was conducted with the participants. Using semi-structured interviews, sense making, and co-analysis with seven members and staff of indigo foundation, and having analysed project documents, the study identified the following challenges and areas that have the potential to impact on project management practices of indigo foundation, including project monitoring and evaluation.

“
... indigo foundation's projects are implemented in some of the most disadvantaged communities, in politically and culturally charged environments...
 ”

Internal communication and organisational learning, as two different yet interrelated phenomena, have strong potential to impact various aspects of project management. Given the volunteer and virtual nature

of indigo foundation and its limited resources, multi-directional and two-way organisational communication seems to have been negatively affected. This situation can impact on whether there is a shared understanding of the organisation's development approach, guiding principles and monitoring and evaluation objectives. It can also cause a silo effect and limit the opportunities that exist for lesson learning and experience sharing. Individual, team and organisational learning can also benefit from robust internal communication that goes beyond the reporting schedules and work-related boundaries. Informal methods of communication and experience sharing and creating an environment that promotes them are as important as the formal organisational mechanisms and initiatives.

The investigation revealed that organisational reflection on the scale and scope of indigo foundation's development projects could have long-term impact on project monitoring and evaluation. Though the current areas that projects cover do not seem to be stretching the organisation's resources and capabilities to their limits, the discussion on whether indigo foundation should expand its operations within a limited number of communities and regions or extend its programs within a wider geographical area, should more resources and funds be available, has a direct relation with the type of relationship it builds with the communities. The nature of relationships with the target communities and partner organisations, in turn, impacts on whether project monitoring and evaluation is effectively participatory. The longer, closer and more informal relationship indigo foundation builds with its partner organisations, the easier it can be to overcome barriers, including power inequalities, to the communities' active and meaningful participation

community development evaluation processes: what do they really look at? (continued)

in the process. Promoting a two-way communication between the parties and encouraging organisational reflection will go a long way.



The longer, closer and more informal relationship indigo foundation builds with its partner organisations, the easier it can be to overcome barriers...



The study also identified the link between project monitoring and evaluation framework/plans and other project documents, such as the Commitment Agreement, as an area that can benefit from reflection. Project teams, the Development Sub-committee and others with project roles and responsibilities are in the best position to determine how various project documents and reports can build on one another, avoid unnecessary repetition of work for project teams and encourage reflection on the parts of the target communities, partner organisations and indigo foundation. This also leads to another important point, seeing participatory monitoring and evaluation as a progression from one state to another. While the process approach toward development needs to be based on mutual and clear understanding between the parties, it also needs to be reflected in the overall project documents and monitoring and evaluation plans. Further, given the differing paradigms of participation and empowerment and the disadvantaged position of the target communities, promoting their participation in the development process, including project monitoring and evaluation, needs support and tailored assistance in its own right.

While the thesis presents a detailed discussion of the topic, it avoids having a narrow focus on project monitoring and evaluation templates and data

collecting methods. It rather tries to identify potential areas for organisational reflection. indigo foundation's staff and members, especially those with direct roles and responsibilities in relation to the projects, remain in the best position to identify, in collaboration with the key stakeholders, effective way(s) of monitoring and evaluating the organisation's projects.

indigo foundation has continued to prioritise research to evaluate and guide our approach to development.

John Lightbound complete a thesis on "Development Challenges in Namibia: Sustainability beyond the Environment" as part of his Master of International Studies Advanced at the University of Wollongong. This research provides some great lessons and ideas for our new project in Namibia. In January 2014, we started working with Nabi Zaher who started his Honours thesis for his Bachelor of Business degree also at the University of Wollongong. This work focuses on best practice in monitoring and evaluation (M&E) frameworks for development NGOs using indigo foundation as his main focus. The thesis will be completed in late 2014 and we look forward to working with Nabi in 2015 to improve our M&E processes.

2014 also saw our first formal academic publication Rob Mitchell completed a chapter on the Borjagai schools project using complex systems analysis. This appeared in a book called Case Studies in System of Systems, Enterprise Systems, and Complex Systems Engineering edited by a team including Professor Vernon Ireland who is on indigo foundation's Research Sub-Committee and who we'd like to thank for his contributions over the year.



financials

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treasurer's report

Overall, indigo foundation had a consistent financial year and is in a satisfactory financial position.

key financial data

Income	\$244,000
Expenditure	\$285,000
Deficit	(\$41,000)
Net assets	\$47,000
Human resource costs	15% of income
Administration costs	8% of income
Project costs	79% of income

income

Income for the year, net of fundraising costs, was \$210,000 (2013: \$212,000). Donations received totalled \$170,000 including significant contributions to specific projects, such as \$26,000 from the Ryde Rotary Club for Borjagai schools. The emphasis on fundraising continued and a number of successful events were held in Canberra, Sydney and Wollongong.

expenditure

Operational support for projects remained strong. \$192,000 (2013: \$182,000) was allocated to our programs, including the cost of the Development Coordinator (37% FTE). Direct general expenditure by country is shown in figure i.

The costs include in country relationship building and monitoring and evaluation visits by the Project Co-ordinators.

net income & expenditure

We incurred a net deficit for the year of \$41,000 (2012-2013: \$17,000). Whilst we aim to make a small We incurred a net deficit for the year of \$41,000 (2013: \$17,000). Whilst we aim to make a small prudential surplus, the timing of project support payments that are shown as expenses impact our results. Administration costs continue to be tightly controlled. Human resource costs reflect two part time personnel: a general manger (29% FTE) and a finance and administration officer (11% FTE).

We have entered in to commitment agreements to support various communities. Whilst these current agreements do not give rise to a liability for accounting purposes as they can be cancelled at any time, we are fully committed to supporting these projects as intended. The budgeted support payments over the period of these agreements are approximately \$183,000 (2015:\$128,000). We have a general policy of holding sufficient funds to support all existing projects for the next six months. However, the Board has continued to strategically fund projects in accordance with their individual plans and this has necessitated some run down in cash reserves.

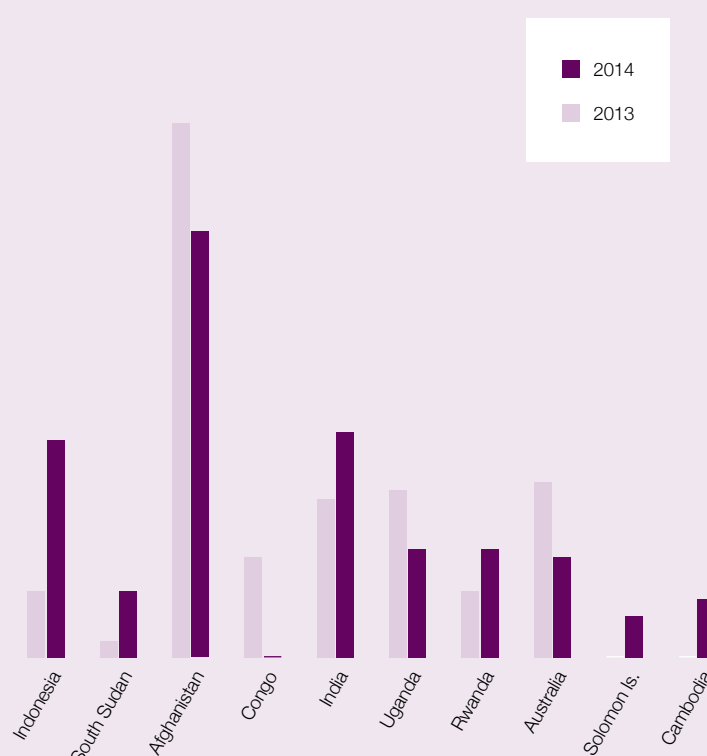
The Rotary Club of Macquarie Park approached us to partner a project on its behalf, initially to be known as 'indigo foundation Africa Program'. The feasibility phase is directed at a potential project in Namibia. Donations for this project were received during the year prior to finalisation of a commitment agreement. At the time of signing this report, the Board expects the Africa program will proceed. As the project will not commence until a commitment agreement is finalised, any support received and preliminary expenses incurred in this financial have been deferred pending formalisation of an agreement. The amount deferred is \$154,000. In accordance with our accounting policies, revenue for this project will be recognised and matched against committed project costs progressively over the life of the project.

Ron Switzer
treasurer.

The audited financial statements for this year are available on request.

figure i: expenditure by country

	2014	2013
country	\$	\$
Indonesia	26,000	8,000
South Sudan	8,000	2,000
Afghanistan	51,000	64,000
Congo	0	12,000
India	27,000	19,000
Uganda	13,000	20,000
Rwanda	13,000	8,000
Australia	12,000	21,000
Solomon Islands	5,000	0
Cambodia	7,000	0
Total	162,000	154,000



balance sheet

as at 30 June 2014*

	2014	2013
assets	\$	\$
current assets		
cash and cash equivalents	170,049.82	46,625.74
trade and other receivables	25,348.31	59,373.50
inventory	755.00	1,901.10
deposits paid	-	1,020.00
prepayments	6,905.50	150.00
total current assets	203,058.63	109,070.34
total assets	203,058.63	109,070.34
liabilities		
current liabilities		
trade and other payables	2,611.45	21,490.48
deferred revenue	153,823.73	-
total current liabilities	156,435.18	21,490.48
total liabilities	156,435.18	21,490.48
net assets	46,623.45	87,579.86
members funds		
retained surplus	87,579.86	104,476.80
current year surplus / (deficit)	(40,956.41)	(16,896.94)
total members funds	46,623.45	87,579.86

* the full audited statements are available on request

income and expenditure statement

for the year ended 30 June 2014*

	2014	2013
income	\$	\$
administration fees	4,227	91
contributions (members)	123	175
donations received	173,170	172,306
fundraising activities	63,481	69,602
interest	2,948	1,543
total income	243,949	243,717
expenditure		
community development support	192,143	181,134
human resource expenses	37,262	29,755
administration expenses		
general administration	8,451	5,487
advertising and promotion	381	-
audit	2,500	3,595
bank and merchant fees	1,622	1,070
communications	875	1,145
insurance	3,011	2,713
postage costs	2,558	1,595
stationery and printing	2,172	2,125
fundraising costs	33,928	31,503
indigo foundation awards	-	500
total expenditure	284,903	260,614
current year surplus / (deficit)	(40,956)	(16,897)
retained surplus at the beginning of financial year	87,580	104,477
retained surplus at the end of financial year	46,623	87,580

* the full audited statements are available on request

independent auditor's report

to the members of indigo foundation incorporated

report on the financial report

We have audited the accompanying financial report, being a special purpose financial report, of the indigo foundation inc, which comprises the Balance Sheet as at 30 June 2014, the Income & Expenditure Statement, accompanying notes and the Statement by Members of the Committee.

the responsibility of committee for the financial report

The committee of the association are responsible for the preparation and fair presentation of the financial report and have determined that the accounting policies used are appropriate to meet the financial reporting requirements of the indigo foundation inc's constitution and are appropriate to meet the needs of the members. The committee's responsibility also includes establishing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

auditor's responsibility

Our responsibility is to express an opinion on the financial report based on our audit. No opinion is expressed as to whether the accounting policies used are appropriate to meet the needs of the members. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the association's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial report.

The financial report has been prepared for distribution to members for the purpose of fulfilling the committee's financial reporting under the indigo foundation inc's constitution. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates to any person other than the members, or for any purpose other than that for which it was prepared.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

independence

In conducting our audit, we have complied with the independence requirements of Australian professional accounting bodies.

auditor's opinion

In our opinion, the financial report gives a true and fair view, in all material respects, of the financial position of indigo foundation inc as of 30 June 2014 and of its financial performance for the year then ended in accordance with the accounting policies adopted by the committee.

other matter

Without qualification to our opinion we draw attention to the fact that for organisations of this type, it is not practicable to maintain an effective system of internal control over donations, subscriptions and other fund raising activities until their initial entry in the accounting records. Accordingly, our audit in relation to fundraising activities was limited to amounts recorded.

report on other legal and regulatory requirements

In accordance with the *Charitable Fundraising Act 1991* the indigo foundation inc must meet the following requirements:

- ◆ the accounts and associated records must be properly kept in accordance with the Act and the regulations;
- ◆ money received as a result of fundraising appeals conducted during the year must be properly accounted for and applied in accordance with this Act and the regulations; and
- ◆ the incorporated association must remain solvent.

In our opinion the committee of the indigo foundation inc has satisfied their obligations as required under the *Charitable Fundraising Act 1991* and *Charitable Fundraising Regulation 2008*.

Dated in North Parramatta on 4th day of November 2014



McCarthy Salkeld
Chartered Accountants

Ground Floor, Suite 3
410 Church Street
North Parramatta NSW 2151



J.V. Perry F.C.A
Director

supporting our work

We only exist as a result of the generosity of a huge range of supporters. Whether it is by making a small donation every month; volunteering some of your time or expertise; or by helping us raise funds and awareness about our projects, it is all critical to our objective of improving the lives of those in marginalised communities in Australia and around the world.

No matter how big or small your contribution might be, every little bit counts. On behalf of everyone we work with, thank you for your ongoing support.

As an independent organisation we depend on donations from individuals and organisations to do our work.

regular monthly donations

Monthly donations are vital to our ongoing work. They provide stability and consistency allowing us to budget and allocate funds to meet the changing needs of the communities we work with, as well as plan for the future.

workplace giving programs

We welcome opportunities to work with appropriate organisations that want to support our work. We are available to come and speak with your staff about our projects and we invite ideas for how your staff might be able to get involved. Please email us at to find out more.

become a member

By becoming a member you will receive regular information about our work and be able to stand for positions within the organisation. Become a member by following the links on our website to download our membership form.

- ♦ donate on-line by following the links on our website www.indigofoundation.org; or
- ♦ download the donation form and post your contribution to PO Box 362, Figtree, NSW, 2525, Australia; or
- ♦ email us at info@indigofoundation.org for more information.

guiding principles

We have four guiding principles which describe how we aim to work with communities:

Community Ownership

We believe community ownership is vital to the success of community development activities. It is the individuals who live in the communities we work within that are best placed to generate and implement their own development solutions. For that reason, project activities (like design, implementation, monitoring and evaluation) are done jointly with community representatives. We ensure representatives of the most vulnerable groups are given the opportunity to actively participate in project activities, however we only support projects where participation is voluntary.

Sustainability

We aim to support projects that have a long-term sustainable impact. The design of projects should be flexible to allow them to change if community needs' change. Local skills and knowledge will always be used as the first option for solving problems.

Transparency

Projects must operate in a transparent manner. This is particularly important for decision-making and financial management. Trust and open communication are essential.

Equity

Our projects must operate in an equitable manner. This is particularly important to ensure equitable distribution of benefits and gender equity. We believe women and men should have an equal opportunity to participate in, and benefit from, community development activities.

We commit ourselves to follow these four principles in our work. In turn, we ask that all the communities we work with abide by these principles. We will work with communities to ensure these principles are upheld. If a community cannot follow these principles, we will cease working with that community.



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