

On the Right Track Remote

# EVALUATION REPORT

February 3 2017

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Prepared for the SA Department of Planning Transport and Infrastructure

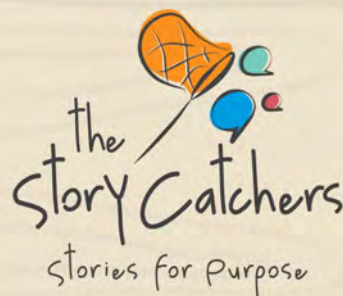


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Nereus Consulting and The Story Catchers wish to acknowledge and sincerely thank the community members and stakeholders across the APY Lands for their participation in the collection and analysis of data presented in this work, as well as the staff of the On The Right Track Remote Program for supporting the evaluation, from trip logistics through to providing considered information and feedback.



# EXECUTIVE SUMMARY

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In July 2014, the Department of Planning, Transport and Infrastructure (DPTI) approved a four year Aboriginal Licensing program to service communities in the Anangu Pitjantjatjara Yankunytjatjara (APY) and Maralinga Tjarutja (MT) Lands, called the On The Right Track Remote (OTRTR) Program. The Program was carefully and thoughtfully designed over several years. The aim of the program is to improve road safety and driver licensing outcomes for Aboriginal people living in remote communities, where it can be difficult to get a license.

Long terms goals of the Program are to achieve driver licensing rates for Aboriginal people living in remote communities commensurate with those of the broader South Australian population – approximately 89% across all license types (including Learner's Permits) and to significantly reduce the over-representation of Aboriginal people in crashes resulting in serious injury and death. Aboriginal people have been up to three times more likely to be killed or seriously injured in road crashes than non-Aboriginal South Australians (Clapham et al 2008).

This evaluation looked at the qualitative, lived experience of Aboriginal clients and community stakeholders, to capture the range of impacts the Program has had on individuals and communities. This will help inform DPTI about whether to continue to fund the initiative beyond 2018 and whether to consider expanding delivery to other remote communities in South Australia. Both quantitative and qualitative methods were used, including analysis of outcomes from the TRUMPS system, most significant change interviews of Aboriginal clients, community stakeholders and DPTI contractors and analysis of stories by DPTI staff and Aboriginal clients and community stakeholders in workshop settings.

The findings are unequivocal in relation to the success of the program in its relatively short life to date and the far-reaching benefits experienced by clients. As a result, recommendations are focused predominantly on Program expansion and, to a lesser extent, strengthening Monitoring and Evaluation systems to ensure (a) the Program is nimble to respond to changing community needs as its impact is more widely felt and (b) the Program can communicate to decision makers to support ongoing and expansion of funding.

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<sup>1</sup>Source DPTI TRUMPS data

### **Finding 1**

The outcomes being achieved by the Program are consistent with government priorities and policies, including Closing the Gap, Overcoming Indigenous Disadvantage: Key Indicators, South Australia's Strategic Plan, DPTI's Strategic Plan and the Safer Travel and Behaviour Change Section's Business Plan.

### **Finding 2**

The Program has been highly effective in achieving Aboriginal licensing outcomes and increased culture of safety in communities

### **Finding 3**

There is still much more work to be done with client communities and non-client communities, to close the gap in licensing outcomes between Aboriginal and non-Aboriginal South Australians.

### **Finding 4**

The model is sound, carefully planned, based on available evidence, culturally appropriate and well accepted by community members.

In our view the Program is outstanding and producing real, sustainable licensing outcomes for Indigenous people. The changes at the individual, family and community levels are significant.

The Program is well planned and implemented and, because it is well managed, it is efficient. In terms of areas for improvement, there are opportunities to expand delivery to more clients and a greater number of communities, but fundamentally no reasons were identified to change any element of Program delivery.

DPTI and, in particular, the OTRT team within the Safer Travel and Behaviour Change, is well placed to continue to deliver the Program. There is a clear need to for the Program and little overlap with other services available on the Lands.

### **Finding 5**

Despite economic benchmarking not being a specific remit of this evaluation, it appears that DPTI is achieving very good value for money.

### **Finding 6**

The Program has had significant and far ranging positive impacts for Aboriginal clients, as well as their families, community service providers and the broader community.

### **Finding 7**

There are many factors that contribute to the success of the Program, including strong community engagement, cultural appropriateness and adequate facilities and resources.

### **Finding 8**

The Program should prepare and implement a Monitoring and Evaluation Framework to ensure effectiveness and efficiency can be systemically tracked and allow the Program to respond to changing needs.



DPTI engaged a South Australian based consultant team (Nereus Consulting and The Story Catchers) to undertake a predominantly qualitative evaluation of the On the Right Track Remote (OTRTR) Aboriginal Driver Licensing Program in 2016, producing a visual report and a written report. This report describes the approach, methods, results and findings of the evaluation. The visual report will be an overview of the written report. It will include the program vision, statistics, successes and quotes from a variety of stakeholders and program staff.

## AIMS OF EVALUATION

The aim of the evaluation was to use qualitative methods to examine the extent to which the Program has achieved the outcomes as intended. An outcome approach was applied by the evaluation as it was conducted after two years of Program delivery. The evaluation investigated the following questions:

### Relevance

Are the outcomes being achieved consistent with State Government and DPTI priorities?

### Effectiveness

Have the objectives of the Program been met? If not, why?

### Efficiency

Does the program achieve good value for money?

### Impact

Has the Program resulted in any unintended change or indirect impacts that are outside the expected outcomes?



A note on attribution:

When assessing attribution, we are trying to determine whether the program caused the observed outcomes. The attribution of the OTRTR Program to the immediate outcome of increased Ls and P drivers on the communities is clear. Assessing contribution to the broader impact of reduced interaction with justice and decrease in accidents would require a more detailed study.



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“The On the Right Track Program is heaven sent. We needed this a long time ago.”

community member

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## EVALUATION METHODS

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An outcome approach was applied by the predominantly qualitative evaluation as it was conducted looking back at the success of the Program after 2 years of operation. The use of a variation on the Most Significant Change technique for qualitative data collection is a first for the OTRTR Program.

Program information was provided by the OTRTR team and used to develop the indicative program logic (page 20).

### Quantitative information

was sourced from DPTI internal data management systems was sourced from DPTI internal data management systems, including the South Australian Government's Motor Vehicle Register database (TRUMPS) presented in an infographic (page 21).

### Qualitative data

was captured through an adaptation of the Most Significant Change technique. This involved interviewing and recording 14 Aboriginal clients, 27 community stakeholders, one quarter of whom are Aboriginal, and 2 driving instructors across 7 APY Land communities. The community stakeholders included both Aboriginal and non-Aboriginal people, and hold various roles in the community, including Chair, Elder, police officer, teacher, works manager, student, financial advisor, TAFE staff and administration officer. Interviews covered a range of gender, age, geographical location and experience with the Program. People were interviewed in the following communities:

Mimili  
Pukatja / Ernabella  
Amata  
Kaltjiti / Fregon

Iwantja / Indulkana  
Pipalyatjara  
Kanpi



## Most Significant Change (MSC) – a monitoring and evaluation technique

The MSC technique is a qualitative evaluation approach to collect and systematically interpret stories of significant change arising from a program or project. The simple collection and selection process helps to identify “intangible” impacts that conventional indicator-based quantitative evaluation misses.

Stories were collected from Program clients and community stakeholders using common questions:

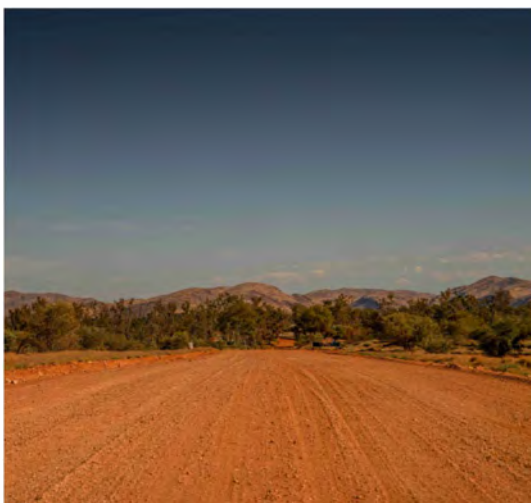
### Clients

- What is your name and what have you done with ‘On the Right Track’?
- What changes have there been for you (as an individual) since doing ‘On the Right Track’?
- What changes have there been for your family?
- What changes have there been for your community?
- What is the most important change that has happened for you since doing ‘On the Right Track’ and why is that important?

### Service Providers

- Please introduce yourself and tell me your involvement with ‘On the Right Track’.
- What changes have there been for you since being involved with ‘On the Right Track’ program?
- What changes have you noticed in the community because of ‘On the Right Track’?
- Has ‘On the right Track’ program had an impact on your role in the community?
- What is the most significant change that has happened because of the ‘On the Right Track’ program and why is that important to you?
- What would you suggest to change or improve the Program (this question was a new addition and was asked of stakeholders in East APY communities only).

Central to MSC is the review and selection of stories collected. This is where most learning occurs for the organisation as an in-depth conversation by the panels about the Program is encouraged (Dart, 2010).



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**“On the Right Track is definitely on the right track!”**

a community stakeholder

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DPTI OTRTR Evaluation workshop  
3rd November 2016

OTRTR Evaluation workshop for Mimili  
clients and community stakeholders,  
9 November 2016

OTRTR Evaluation workshop for Pukatja  
clients and community stakeholders, 8th  
November 2016

Story workshop panels were conducted with nine DPTI OTRTR program staff and contractors in Adelaide on 3rd November, and with clients of the Program and community stakeholders in Pukatja on 8 November and Mimili on 9 November 2016.

Results from these discussions at all three workshops were then collated and compared. As a result of this process, 4 Most Significant Change stories were chosen to be filmed in full, to be made available on the OTRTR website. Filming took place for these stories from 5th to the 8th December. The reasons the panels selected the stories as most significant are documented in the results section.

## PROGRAM CONTEXT

Aboriginal Australians are two to three times more likely to have a transport-related fatal injury and 30% more likely to have a transport related fatal injury than non-Aboriginal Australians (Clapham et al 2008). Unlicensed driving is an indirect cause of injury through car crashes while also leading to other illegal driving activities such as drink driving and speeding (Watson, 1997).

Unlicensed driving is one of the offences 'most often charged by police' in South Australia (Kickbush, 2008). Approximately 57% of Aboriginal people in gaol have a driving or licensing offence, but it is unclear how many of these have solely driving or licensing offences (Williamson, et al 2011).

**“You guys blitz it!  
They love you”**

community service provider





The ABS snapshot<sup>2</sup> for South Australia at 30 June 2016 states that Aboriginal and Torres Strait Islanders comprised 19% of the adult prisoner population<sup>3</sup>, although comprising only 2.3% of the overall population of the state, and the Aboriginal and Torres Strait Islander age standardized imprisonment rate was 100 times the non-Indigenous age standardized imprisonment rate (2,008 prisoners per 100,000 Aboriginal and Torres Strait Islander adult population compared to 204 prisoners per 100,000 adult non-Indigenous population).

Previously, obtaining a licence in rural and remote areas such as the APY or MT Lands was a costly, complex and difficult process (refer diagram at Attachment 1). Prior to OTRTR commencing service delivery, only 17% of age eligible Aboriginal people living on the APY Lands held a licence of any type (including Learner's Permits) compared with 89% of the general South Australian population.

The barriers to Aboriginal people obtaining and retaining a licence are many and severe, and well documented by Williamson et al (2011). These include:

- General licence costs
- Car costs
- Access and geographical factors
- Authority attitudes and interactions with police
- Evidence of identity
- Cultural and community factors
- English and literacy
- Education and lack of knowledge
- Health factors

These barriers to licensing generate an increased risk of Aboriginal people driving while unlicensed, and, as noted above, this offence is one of those most often charged by police.



<sup>2</sup> <http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/4517.0~2016~Main%20Features~South%20Australia~21> accessed 1 February 2017

<sup>3</sup> <http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/4517.0~2016~Main%20Features~South%20Australia~21> accessed 1 February 2017

# POLICY CONTEXT

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## Closing the Gap

The Closing the Gap policy intends to close the gap between the life expectancy for Indigenous and non-Indigenous people in Australia. The targets in Closing the Gap focus on health, education and employment, which are recognised as the key drivers for success in addressing the significant disparity in the health, wellbeing and prosperity between Indigenous and non-Indigenous Australians.

The Closing the Gap policy was cited as the basis for the UniSA Review, which discussed and evaluated licencing issues faced by Aboriginal and Torres Strait Islanders to better inform future approaches towards closing the licensing gap between Aboriginal and non-Aboriginal Australians.

## Overcoming Indigenous Disadvantage: Key Indicators 2016

The Overcoming Indigenous Disadvantage report (OID report) measures the wellbeing of Aboriginal and Torres Strait Islander Australians. The report measures where things have improved (or not) against 52 indicators across a range of areas including governance, leadership and culture, early childhood, education, health, home and safe and supportive communities, and includes case studies on things that work to improve outcomes.

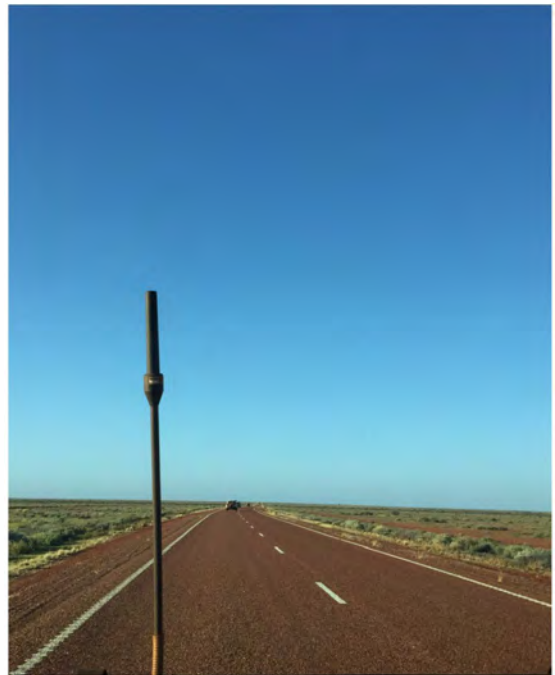
The 2016 report was released on 17 November 2016 and notes there is a pressing need to for more and better evaluation of Indigenous policies and programs nationally to see improvements in outcomes for Aboriginal and Torres Strait Islander Australians. Information on outcomes, the actual lived experiences of Aboriginal and Torres Strait Islander Australians, is crucial to measure whether progress is being made in Closing the Gap and which programs work better than others and why, regardless of the level of inputs and outputs (SCRGSP, 2016). Using a participatory evaluation approach, such as an adaptation of the Most Significant Change technique, as is done here, places the focus squarely on the outcomes and lived experience of Aboriginal clients and both Aboriginal and non-Aboriginal community stakeholders, as a result of the Program.

The OID report also notes that a more accurate picture of incarceration and more rigorous evidence of effectiveness and evaluation of efforts to reduce imprisonment is required. COAG agreed to develop ways to address barriers to employment on release and to support Aboriginal people as they transition from incarceration to employment. This type of information may be useful to understanding the interrelations between the licensing experience of Aboriginal people and the justice system to inform future evaluations of the Program.



## South Australia's Strategic Plan

South Australia's Strategic Plan, dated 2011, is comprised of 100 targets to enable the State to measure progress towards achieving the Plan's vision and goal for the state and its' people. As a program designed specifically for Aboriginal people on the Anangu Pitjantjatjara Yankunytjatjara (APY) and Maralinga Tjarutja (MT) Lands, the OTRTR Program supports the Plan's Target 6 Aboriginal Wellbeing: Improve the overall wellbeing of Aboriginal Australians. The target includes indicators/key measures for early childhood, schooling, economic participation, health, safe communities, healthy homes, governance and leadership, and reconciliation, culture and traditional lands. Further detail on the Aboriginal Wellbeing target is found here: <http://saplan.org.au/targets/6-aboriginal-wellbeing>



Indicators for Target 6 that may be impacted by the delivery of the OTRTR Program and the resulting increased number of licenced drivers in communities include:

- Pre-school attendance rates
- SACE achievement
- Unemployment rate
- Labour force participation rate
- Aboriginal public sector employment (proportion)
- Median gross weekly household income
- Vocational education and training attainment
- Healthy life expectancy
- Child under 5 mortality rate
- Alcohol-related hospitalisations
- Aboriginal victim-reported crime
- Imprisonment rate



## **DPTI Strategic Plan 2016-2020**

The DPTI Strategic Plan defines the Department's purpose, approach and values:

### **Purpose:**

We work as part of the community to deliver effective planning policy, efficient transport, and valuable social and economic infrastructure that will improve the lives of all South Australians every day. We are one business, best in class, delivering for our residents and growing our economy. We embody simplicity, effectiveness and accountability.

### **Approach:**

Listen – Partner – Innovate

### **Values:**

Collaboration – Honesty – Excellence – Enjoyment – Respect

The Strategic Objectives within DPTI's Strategic Plan relevant to the OTRTR Program are:

### **Enhanced liveability and connectivity between people and places, business and markets**

Outcomes include:

- Improved transport safety
- Integrated transport choices and services that shape communities, environments, cities and regions, and meet the needs of the entire community

Measures of progress include:

- improved transport safety
- increased safe and active travel options

### **Community-focused and customer-focused services**

Outcomes include:

- Improved services to remote and outback communities
- Improved and better co-ordinated service to Aboriginal and Torres Strait Islander people

Measures of progress include:

- Increased access to services
- Increased customer satisfaction
- Increased community engagement in decisions making
- Increased participation in organized sports
- Increased partnering across government, private and not-for-profit sectors

DPTI's Strategic Plan can be found here: <http://www.dpti.sa.gov.au/dpti-strategic-plan>





## **DPTI's Safer Travel and Behaviour Change Section Business Plan states:**

*The Aboriginal Road Safety and Driver Licensing team encourages an improved culture of road safety amongst Aboriginal people by influencing South Australian Aboriginal people, families and communities to realise and experience the benefits and opportunities from obtaining and retaining a driver's licence through the provision of culturally appropriate education, resources and support. We place an underlying focus on themes such as care and love for family and community.*

*We seek to remove the very many complex barriers and disadvantage experienced by Aboriginal people in the driver licensing system.*

*Our programs include:*

### **On the Right Track**

*On the Right Track provides Aboriginal people and communities statewide with education, resources and practical support to help get a driver's licence and to be safer drivers and passengers. Examples of initiatives include:*

- Child Restraint delivery and training to Aboriginal communities in partnership with Red Cross Baby Seats*
- 'Teach 'em Right' – a workshop delivered by Aboriginal organisations to encourage Aboriginal 'C' class licence holders to take on the role of supervising learner drivers.*
- Translations program – having key documents and web resources available in English, Pitjantjatjara and Kurna*

### **On the Right Track Remote**

*(the subject of this evaluation report)*

*On the Right Track Remote provides driver licensing services to Aboriginal people living in the Anangu Pitjantjatjara Yankunytjatjara (APY) and Maralinga Tjarutja (MT) Lands.*

*In addition to overall Section measures, success is measured by community value created through:*

- Increase in the number of Aboriginal people in the driver licensing system and having a rate of driver licensing commensurate with that of non-Aboriginal people.*
- Reduction in the number of Aboriginal people involved in serious road accidents and fatalities*
- Website traffic and resource ordering*
- Number of people participating in our programs and achieving results or seeing change - i.e. gaining P licence through remote program, use of child restraints, taking on the role of a qualified supervising driver*
- Demand for our programs*
- Feedback we receive from our stakeholders and target audience.*

*Longer term our measurable outcomes also include:*

- Reduction in the number of Aboriginal people entangled in a cycle of huge debts due to road traffic fines, vehicle related offence fines*
- Reduction in the number of Aboriginal people incarcerated because of driving and licensing offences.*

## PROGRAM ORIGIN

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Previously, obtaining a licence in rural and remote areas such as the APY or MT Lands was a costly, complex and difficult process (refer diagram at Attachment 1). Prior to OTRTR commencing service delivery, only 17% of age eligible Aboriginal people living on the APY Lands held a licence of any type (including Learner's Permits) compared with 89% of the general South Australian population.

In 2009, the Executive Committee of Cabinet Chief Executives Group endorsed Aboriginal life expectancy as one of the priority areas for Health in All Policies (HiAP), with a focus on road safety for Aboriginal people. The intention of the HiAP project titled 'Improving the mobility, safety and wellbeing of Aboriginal people in South Australia through increasing the number of Aboriginal people who obtain and retain their driver licence' was to collaboratively identify ways of increasing Aboriginal healthy life expectancy by improving road safety through increasing safe mobility options. The project used a Health Lens Analysis and focused on driver licensing and diversionary programs that support Aboriginal people to obtain and retain their driver licences.

In 2011, the University of South Australia was engaged by a Health in All Policies Cross Agency Working Group to undertake a literature review of the driver licensing issues faced by Aboriginal people. The review, titled Supporting Aboriginal People to Obtain and Retain Driver Licences: An Informed Review of the Literature and Relevant Initiatives focused on evaluating various initiatives, including interviewing key informants, and explored various issues related to driver licensing, such as policy, evaluation, the process of initiative implementation and directions for future research. Based on findings from the literature review and the interviews, 69 implications for future initiatives and further research were identified and outlined in the Implication for Future Initiatives and Further Research (implication list) based on the above mentioned report.

Through this work, the huge need to address the issues of poor licensing outcomes of Aboriginal people in South Australia was evident, as they are both underrepresented in the licensing system and overrepresented in crash statistics for serious injuries and fatalities. The work towards establishing the foundations for the OTRTR Program first started in 2011 with a small team (2 people) and a small budget to review systemic barriers for Aboriginal people in the licensing system in SA and look at some of the enablers that could be drawn upon to improve licensing outcomes.

In 2013 a project was established to look at structural barriers, that is, what legislative change might be required to assist Aboriginal people living in remote communities to obtain and retain their license. Legislative changes were put in place in December 2013 to allow the granting exemptions to some aspects of the graduated licensing process, where it was deemed appropriate, including a reduction in the number of required hours of supervised driving, depending on driving competence, and the length of time a learner's permit must be held.

DPTI made funding available to establish the OTRTR Program from July 2014 for four years. Foundational activities commenced and the first trips to communities to provide services was in February 2015.



# DESCRIPTION OF THE PROGRAM

The initiative is aimed at assisting Aboriginal people residing in remote communities in western South Australia (refer map 1) to obtain and retain their licence.

Since its inception, the Program has undertaken several visits to each client community. During these visits staff and contractors provide a range of support including study assistance and practice for Learner's tests, driving lessons, driving tests and liaison with other service providers. Provision of the program is by a small core of DPTI administration staff, most whom are Aboriginal, based in Adelaide and several externally contracted driving instructors and assessors. Both DPTI staff and external contractors have worked hard to build and maintain excellent relationships with communities on the Lands.

Under the currently level of funding and human resource capacity, 27 community trips are planned by the team per year. Target numbers of clients are generally not pre-determined, as the number of clients expected is difficult to predict and affected by unpredictable, significant community events and activities.



Map 1 Communities visited by the OTRTR Program



**The Aboriginal Road Safety and Driver Licensing Team provided the following information about their Programs:**

**Program**

On the Right Track

**Description**

On the Right Track is the Department of Planning, Transport and Infrastructure's state-wide Aboriginal Road Safety and Driver Licensing program. The program was established to address the disadvantage experienced by Aboriginal people in the driver licensing system and in road crashes.

With Aboriginal driver licensing rates inversely proportional to those of non-Aboriginal people, the program provides Aboriginal people and communities with education, resources and practical support to help them get a driver's license.

**Program**

On the Right Track Remote

**Description**

On the Right Track Remote is the Department of Planning, Transport and Infrastructure's driver licensing program for Aboriginal people on the APY and MT Lands. The aim of the program is to improve road safety and driver licensing outcomes for Aboriginal people living in remote communities, where it can be difficult to get a license.

The On the Right Track Remote team regularly visits the Lands, along with a small team of Motor Driving Instructors, to provide driving lessons, practical driving tests, help with getting a learner's permit and information about how to deal with fines.





### Resource / initiative

On the Right Track website

#### Description

The On the Right Track website, designed specifically with Aboriginal people in mind, provides culturally appropriate information and resources around driver licensing processes, road safety and safe mobility.

The website also includes information about 'On the Right Track Remote', which delivers driver licensing services to Aboriginal people living in the APY and MT Lands.

### Resource / initiative

Child restraint animations

#### Description

A number of barriers are experienced by families in Aboriginal communities around child restraint use. These barriers can include difficulties purchasing a child restraint and lack of knowledge around correct fitment and installation. To combat some of these barriers, the Aboriginal Road Safety and Driver Licensing program initiated the development of a series of animations on the correct use of child restraints. The series of four animations tackle real life issues experienced in communities in a caring and constructive light. Forming the connection between the visual messages being conveyed and the dialect being spoken, the videos feature Aboriginal voice-over narrators and are available in English and Pitjantjatjara. The videos are available on the On the Right Track with more wider circulation to commence in the coming months.

### Resource / initiative

Austroroads Learn to Drive Kit

#### Description

The Austroroads Learn to Drive Kit is an educational resource developed through a National Austroroads project to support pre-learners. The Toolkit offers teachers a package of materials to educate students about road rules and road safety knowledge in a fun and engaging way.

The Toolkit has been designed for use by Aboriginal communities in regional and remote areas of Australia to increase the number of Aboriginal and/or Torres Strait Islander people who obtain their learner permit and expand their knowledge about safe driving behavior.

The Toolkit brings together theory and practical learning through use of:

- presentations
- a learner handbook
- road mats
- board game

### Resource / initiative

Teach em Right

#### Description

Teach em Right is a Qualified Supervisor Driver train-the-trainer workshop package which is aimed at educating experienced and correctly licensed drivers, to facilitate the development of safe and competent novice drivers.



## Resource / initiative

Tow strap

### Description

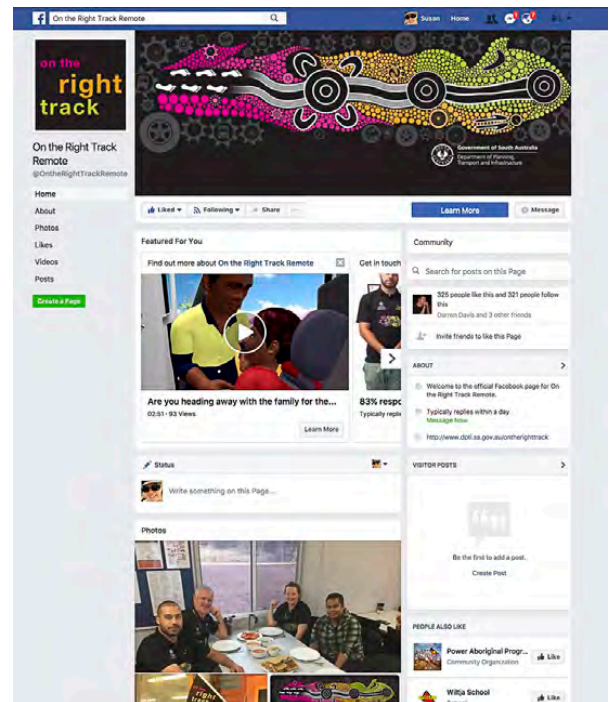
To reduce the incidences in remote Aboriginal communities where motor vehicle seatbelts are being removed from working vehicles and used in emergency situations as fastening straps between vehicles to tow a vehicle which has broken down in an isolated area, the program has had tow-straps manufactured and RASAC distributed within the communities.

## Resource / initiative

Aboriginal identifier

### Description

An Indigenous identifier now permanently exists in the South Australian Governments' Motor Vehicle Register database (TRUMPS) to provide for better data collection and ability to identify trends among Aboriginal license holders.



OTRTR Program Facebook page

## Resource / initiative

On the Right Track Remote Facebook page

### Description

The On the Right Track Remote Facebook page is an online medium used to connect with clients of the program. It provides updates on the team's upcoming visits, success stories of clients who've gained their L's and P's, and road safety information.

## Resource / initiative

On the Right Track Remote newsletter

### Description

The On the Right Track Remote newsletter is a communication tool used by the Remote team to update community members and stakeholders on the program.



# PROGRAM LOGIC

Program logic is a powerful thinking tool that helps teams to consider how outcomes can best be achieved and help monitor, evaluate and report on progress. The core purpose is to help those involved in Program delivery come to a more fully shared understanding how desired outcomes might best be achieved.

The indicative logic below was developed for illustrative purposes for this report and is recommended to be revisited with the Aboriginal Road Safety and Driver Licensing Team as part of developing a Monitoring and Evaluation Framework for the Program.

Indicative program logic for the On the Right Track Remote program	
Long term goals	<ul style="list-style-type: none"> <li>Reduction in the number of Aboriginal people involved in serious road accidents and fatalities</li> <li>Reduction in the number of Aboriginal people incarcerated because of driving and licensing offences.</li> </ul>
Program outcomes	<ul style="list-style-type: none"> <li>Improved culture of road safety</li> <li>South Australian Aboriginal people, families and communities to realise and experience the benefits and opportunities from obtaining and retaining a driver's licence</li> <li>Reduction in the number of Aboriginal people entangled in a cycle of huge debts due to road traffic fines, vehicle related offence fines</li> </ul>
Intermediate outcomes	<ul style="list-style-type: none"> <li>remove some of the complex barriers and disadvantage related to low levels of licence holding experienced by South Australian Aboriginal people, families and communities</li> </ul>
Immediate outcomes	<ul style="list-style-type: none"> <li>Increase in number of people with learner's permits and licences</li> <li>Increase in road safety knowledge</li> <li>Increase in number of people with Ministerial exemption</li> </ul>
Activities	<ul style="list-style-type: none"> <li>Team trips to communities</li> <li>Provision of information on licensing process and requirements</li> <li>Support people to get licence back if they had one in the past</li> <li>Support to people to learn road rules and prepare for Learners test</li> <li>Driving lessons from qualified instructors</li> <li>Supervised driver practice hours</li> <li>Learners permit tests with qualified assessors</li> <li>Vehicle on road tests with qualified assessors</li> <li>Administration of the Ministerial exemption process<sup>4</sup></li> <li>Liaison with other service providers in relation to existing fines</li> <li>Communication materials – newsletter, facebook page, posters, videos and other materials in language</li> </ul>
Foundational activities	<ul style="list-style-type: none"> <li>UniSA research</li> <li>DPTI funding</li> <li>Establish team and procure vehicles</li> <li>Website</li> <li>Branding, including of cars</li> <li>Legislative changes (hours of supervised driving and length of time of Learner's permit)</li> <li>Program design and consultation with communities</li> <li>Case management system</li> </ul>

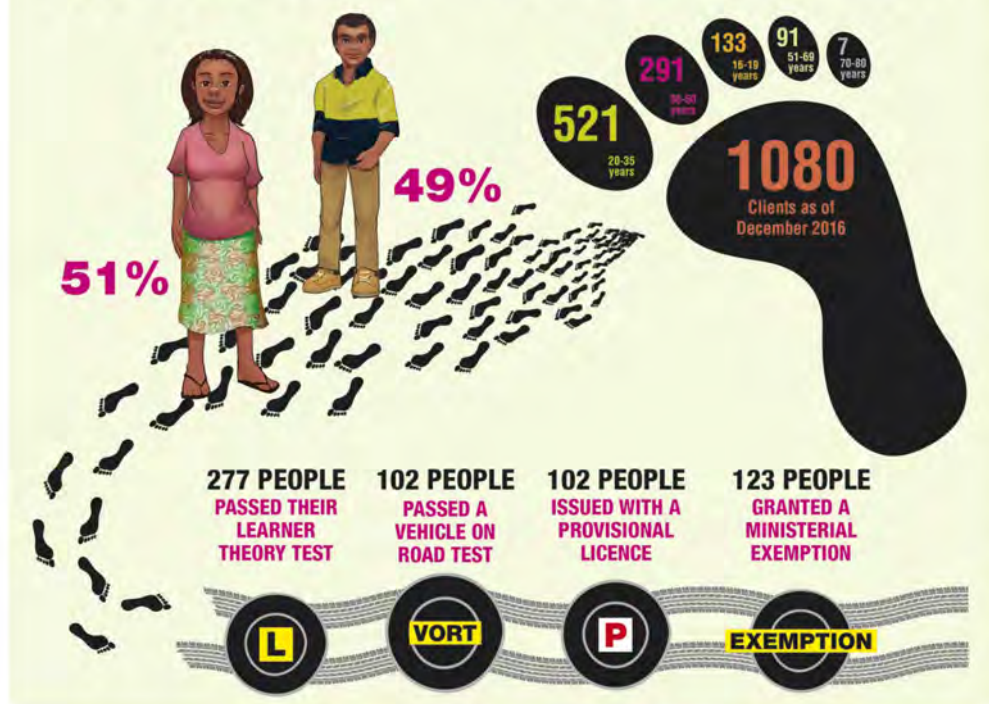
<sup>4</sup> exemptions are for some aspects of the graduated licensing process where clients meet certain eligibility criteria and it is deemed appropriate, including a reduction in the length of time a learner's permit must be held and the number of required hours of supervised driving, depending on driving competence.



# RESULTS

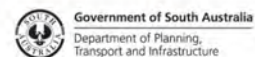


## HOW'S IT TRACKING?



<b>PLANNED FOR 2017</b>	<b>4</b> TEAM MEMBERS	<b>10</b> DRIVING INSTRUCTORS	<b>4</b> TRAINING VEHICLES	<b>27</b> TEAM VISITS	<b>COMMUNITIES</b> Amata, Pipalyatjara, Iwanja, Pukatja, Kaltijiti, Oak Valley, Mimili, Yalata, Nyapari, Kanpi
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FOR MORE INFORMATION ABOUT ON THE RIGHT TRACK REMOTE, VISIT [www.dpti.sa.gov.au/ontherighttrack](http://www.dpti.sa.gov.au/ontherighttrack)



Excerpt from the OTRTR Infographic<sup>5</sup> produced by the team December 2016

The first trip of the OTRTR team to deliver services to communities was in February 2015, so the Program has run for two years.

<sup>5</sup> Data source - OTRTR case management system.

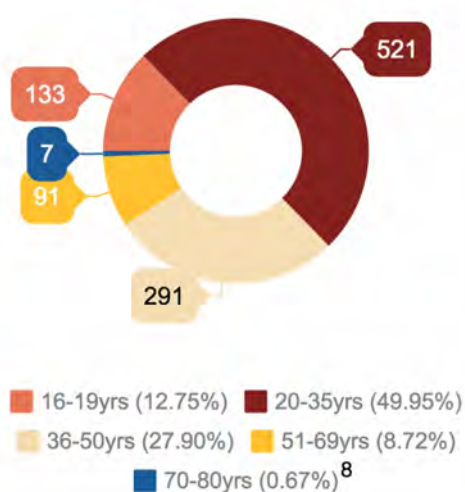


## Quantitative Program data

As noted previously, prior to OTRTR commencing service delivery, it was estimated that 17% of age eligible Aboriginal people living on the APY Lands held a licence of any type<sup>6</sup> (including Learner's Permit) compared with 89% of the general South Australian population. The OTRTR team calculate that after 20 months of service delivery that percentage is doubled, at now approximately 36%.

To date, the total client base <sup>7</sup>is 51% women and 49% men, and across the age ranges in the below diagram.

OTRTR Client Base



This strong participation from both genders reflects the support for the Program from both men and women in the community, including those in positions of power. Looking at data from the OTRTR case management system for active licences<sup>9</sup>, women were slightly more successful than men in achieving licenses, representing 60% of clients holding a Learners' permit and 64% of clients holding their P licence. The age range of clients is likely reflective of community demographics and the fact the prior to the OTRTR Program, it was extremely difficult to obtain and retain a licence. As clients graduate through the licensing system, this is likely to change over the years with a greater proportion of clients being in the 16-19 age group.



This OTRTR Program has the capacity to achieve benefits across the community in a way that other licensing schemes may not. For instance, the mining sector may assist young males to obtain their licence, leaving women and the elderly excluded from obtaining their licence. The remit of the Program to work with all age eligible people, the strong relationships forged with community and the "approachability" of the visiting teams ensures that the broadest cross section of the communities benefit.

<sup>6</sup> The baseline of 17% was estimated using a combination of ABS data and TRUMPS address data.

<sup>7</sup> Data source - OTRTR case management system.

<sup>8</sup> The remaining 4% are unknown and most likely 'clients' who have signed the consent form but not participated further. The first 'goal' would have been to establish their identity.

<sup>9</sup> Clients with active licences means they are not expired, suspended cancelled and/or disqualified



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**“The biggest improvement I can see happening is a lot of our girls getting a licence. Girls are the breadwinners here in many households – they’re the ones who look after family and cars, they’re the one who are stuck here when there’s no vehicle. So girls getting their licence through On The Right Track mob is probably the best thing that is happening”**

**Community member**

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A notable external indicator of the OTRTR Program’s success is that it has a significant reputation beyond the immediate communities it services, with a Court’s Officer reporting during interview that court magistrates are now referring licence-related offenders to the Program when sentencing.

The OTRTR team go to substantial lengths to assist clients to overcome the significant barriers to obtaining, retaining and regaining licences. The team refers clients with outstanding fines to other service providers, such as the MoneyMob Talkabout program<sup>10</sup> to provide support, including assisting with fine payment plans. The team can now serve licence disqualifications and allow clients to do ‘proof of service’, with OTRTR vehicles being declared ‘official offices’ for this purpose. This assists clients who previously could not easily acknowledge, and therefore commence, their disqualification period. For clients with high end alcohol offenses subject to the Mandatory Alcohol Interlock Scheme (MAIS), there is little the team can do to change the immediate circumstances. However, the Safer Travel and Behaviour Change Section has a legislative reform project underway to change regulations so that there is an alternative to MAIS for OTRTR clients



### **Quantitative Program data**

The stories of Most Significant Change were collected from 14 Aboriginal clients, 27 community stakeholders, one quarter of whom are Aboriginal, and 2 driving instructors across 7 APY Land communities. These uncovered significant benefits of having a licence to the both individual and the community.

Kickbush (2008) noted that in South Australian society, a driver’s licence represents much more than simply mobility. As represented in the figure below, a licence is a gateway to many of the opportunities and services often taken for granted in the wider community.

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<sup>10</sup> The MoneyMob Talkabout program started in the APY Lands and assists people in remote Aboriginal communities to manage their money. Clients use the program for a range of assistance, including banking, budgeting, managing debts and fines, retirement incomes, super, tax and insurance.





Figure reproduced from Kickbush (2008)

Issues of access to these opportunities and services were reflected in the stories collected. The following themes resonated strongly and repeatedly throughout the 43 stories. Relevant quotes from individual stories are provided as illustration.

### Benefits of having a licence

#### ....to the individual:

#### Financial benefits

Employment, reduction in fines, economic independence.

“getting a fine is like people humbugging you for money” - client

“My daughter got her licence through the Program and that night she was working on night patrol” - community stakeholder

“Young people are looking to save up and buy cars” - community stakeholder and client

“It’s good. Now when I get the mail. No fines.” - client

“People have said, “Can you get them through the test, so that we can employ them?”

### Access benefits

Choice and flexibility to visit people and country, recreational and essential areas, educational centres, reduces the negative impacts of remoteness on health, education, employment outcomes.

“I couldn’t walk around as I hurt my leg” (but was still mobile with licence, as I could drive) - client

“The Program has opened up pathways to further education” - community stakeholder

“Gonna go shopping in Alice!” - client



## Police and law interactions

License as a shield, breaking the cycle of fines/gaol relating to traffic offenses, reduced imprisonment rates due to unlicensed driving.

“If you get a fine, it follows you around everywhere. Now I don’t worry about the police.” – client

“Best feeling, passing my test, and actually getting my licence has been a long, long time for me. Now I’m 32, last time I did my test I was 16 years old. Since then I’ve been driving cars unregistered, it’s been really long and its terrible, like get myself in serious trouble.”

“You can drive past police without having to be nervous about it, you’ve got something there to back you up, like a shield” – client

## Other government and broader interactions

Having ID allows access to other services, bank accounts, unique student numbers.

“Just the fact of having ID, is significant, people can open bank accounts, and do other things” – community stakeholder

“Getting a licence used to be a long tedious process, now it’s easy” – community stakeholder

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**“When I got my licence, my family wanted one too!”**

client

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## Culture and family

Role of man in family, women can move to safety, increased self-esteem, rite of passage.

“Now I got my Ps I feel very happy” – client

“I can take my family around my community” – client

“I can drive for my grandma and my grandfather” – client

“I take my children to the art centre, shopping, hunting” – client

“The biggest improvement I can see happening is a lot of our girls getting a licence. Girls are the breadwinners here in many households – they’re the ones who look after family and cars, they’re the ones who are stuck here when there’s no vehicle. So girls getting their licence through OTRT mob is probably the best thing that is happening”

## Health and well-being benefits

Reduction of fatalities and injuries, improved access to medical facilities.

“I feel proud” – client

“The Program helps people better themselves” – community stakeholder

“I feel free, to go where I want. I can drive to Alice” – client

“I can take my mum or my nephew to the clinic fast if they need it” – client





## Benefits of having more licensed drivers in the community

### Culture and community

Young drive old people, creation of positive role model.

"I feel mature, like a real person" - client

"I can get the children to school and look after the old people" - client

"When I got my licence, my family wanted one too!" -client

"Grandma and grandpa have been driving us around, now it's time to give something back to them. They might want to go out for honey ants or go to other communities for football, funerals and things like that. They always been looking after us, now it's our turn to give something back to them."

### Police and law interactions

Improved relations between community and police.

"We used to think, what's going on with these whitefellas? It was so hard to get a licence" - Community Leader

"Once they've got that piece of paper, they seem to calm down" - community stakeholder

"..with the Program, people are starting off fresh, starting off when they're young and starting off complying. They've got the capacity to do the right thing and they've got the scaffolded support to enable that to happen" - community stakeholder

### Improved community safety, health and well-being

Reduction of stress related to accidents, improved access to medical facilities.

"Communities need this Program to get safe" - community stakeholder

"People were lost before the Program came in" - community stakeholder

## More sustainable communities

Increased access to employment, reducing cost, resource burden and risk to other Government Agencies and other services in the community (e.g. RASAC employ licensed drivers to drive work vehicles.

"The program is so much more out there than we [SAPOL] could ever be." - community stakeholder

"Most of the guys on the MUNS crew now have a licence, whereas 18 months ago, only one had a licence, so he had to drive all the vehicles"

"Makes my job easier - I'm not worried about being sued! [for employing unlicensed workers to drive vehicles]" - community stakeholder

## Unintended impacts - negative consequences of holding a licence

Although all clients reported positive effects of obtaining a licence, a small number of reported that having a licence adds a burden of responsibility and people "humbugging" them for lifts.

"I know now that it's going to be much more of a burden - Oh take me here, take me there, because you've got your licence, whereas before I could just say - No, no I can't do it, I don't have it" - client

It is expected that this type of burden on licensed drivers will decrease as the proportion of licensed drivers in the communities increases.







### Enablers for OTRTR's success

The enablers for OTRTR's success were also borne out in stakeholder and client interviews and include:

#### Strong community engagement

"It's Aboriginal people supporting (especially human resources) Aboriginal people" – community leader

"They are good people and they help people get their licence" - client

#### Cultural appropriateness

"The community support the Program 100%" – community stakeholder

"We are very fortunate to have this program." – community stakeholder

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**"Getting a licence used to be a long tedious process, now it's easy"**

community stakeholder

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#### Adequate facilities and resources

"Helping the communities makes you feel good inside" – Driving instructor

"I think it's great that they are here so regularly, people know who they are and what they do, they're very visual, they're out in community and they are really working hard to get young people, or any people, to have their licence."

"Having compliant vehicles available for people to learn in is important"

#### Assisting with debt

"At the moment, we've got \$355,000 worth of fines through 156 clients. A high proportion will be because they don't have licences." – community stakeholder

"Some people are unable to get licence because they've got fines, and then they've got to go to MoneyMob and then ring Centrelink to sort their fine payment plans out. Getting that out of the way helps a lot." – community stakeholder



### Mobility and flexibility of the service

“The further remote we are, the harder it is. You mob have made it a lot easier”



### Clear role and responsibility

(and flow on effect for other service providers in the community)

“Makes my job easier – I’m not worried about being sued! [for employing unlicensed workers to drive vehicles]” – community stakeholder

“My workload has decreased, people no longer come to me for assistance with their licence” – community stakeholder

### Adequate funding

This vital enabler was not generally raised by clients or stakeholders. One community stakeholder noted the issue of budget when asked for suggested improvements to the Program:

“I don’t know how you run your program, but I’m pretty sure you could probably do with a better budget. Everybody needs a good budget.”

Current funding of up to \$1 m/year appears adequate to sustain the current level of service. Economic benchmarking was not a specific remit of this evaluation, but given the undeniable positive outcomes achieved by the Program in a challenging context, it appears DPTI is achieving very good value for money on a modest budget.

Should the Program be expanded to incorporate additional trips and/or increase duration of trips, other remote communities, change focus to younger age group or address issues pertaining to more difficult client cases, then increase in funding is required.



## The Most Significant Change stories

The stories of Most Significant Change were viewed and analysed at workshops as follows:

- DPTI OTRTR staff and contractors, 3 November 2016
- Pukatja clients and community stakeholders, 8 November 2016
- Mimili clients and community stakeholders, 9 November 2016



OTRTR Evaluation workshop 3 November 2016 for DPTI staff and contractors



OTRTR Evaluation workshop for Pukatja clients and community stakeholders, 8 November 2016



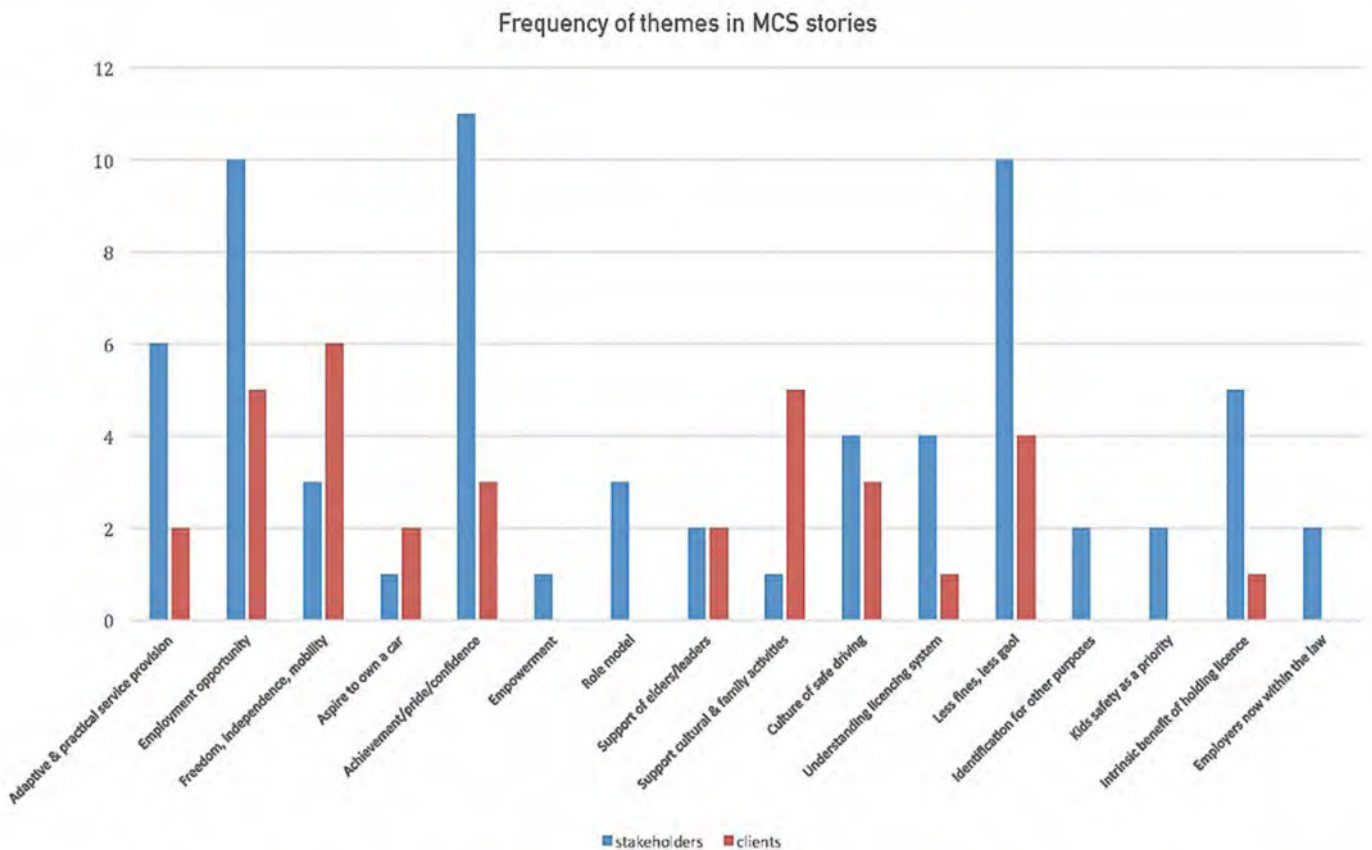
OTRTR Evaluation workshop for Mimili clients and community stakeholders, 9 November 2016

The outcomes of these workshops were collated and discussed with a core of DPTI staff to choose the 4 stories of Most Significant Change. The opportunity for reflection and learning at both the community level and Program level was reported as a very valuable experience for participants.



## Analysis of themes within the stories of Most Significant Change

A vast amount of visual data was collected from community stakeholders and clients. Information was coded into themes and analysed for frequency within the stakeholder and client interviews. The stakeholder group included a proportion of Aboriginal community members and leaders who were not clients of the OTRTR Program.



Common themes appearing at a relatively high frequency in both stakeholder and client groups:

- Having a licence means opportunity and flexibility for employment
- People obtaining a licence express achievement, pride and confidence
- The Program has resulted in an improved culture of safe driving and following the rules
- Having a licence means breaking the cycle of law interactions, less fines, licence as a protective shield



Themes appearing at high frequency in the stakeholder group:

- The OTRTR Program delivers an adaptable, responsive, respected, on-ground, practical service
- The simple fact of having a licence has an intrinsic benefit

Themes appearing at high frequency in the client group:

- Having a licence means freedom, independence and mobility
- Having a licence enables support to community, family and cultural activities, giving something back to community



## Stories of Most Significant Change



Licence as a shield,  
it's your life James  
Nyininju  
(community Chair  
and Elder, Pukatja)



Learning and  
implementing  
safety and  
compliance  
Carol Kenny  
(client, Pukatja)



A licence for a  
young father and  
his family Mark  
Campbell (client,  
Mimili)



Aboriginal people in  
gaol because of  
driving offenses is  
just so pointless  
Megan Hooper  
(community  
stakeholder and  
school teacher,  
Mimili)



### Jamie Nyininju

This story was highlighted by the workshop participants as it demonstrates the passion and commitment of a community elder to the Program and provides an indication of the acceptance and support of the Program by the broader community. Jamie talked at length about the licence being a protective shield against trouble, that having a licence allows you to have control of your life and, in fact, that having a licence is your life, you can save yourself and have a job. The idea of a licence as a shield protecting the holder from trouble, and it providing so much more than access benefits and financial benefits, resonated with workshop participants.

### Carol Kenny

Carol expressed the value in learning to drive properly, learning the rules and explained that the OTRTR program covered all the rules in order that she can be a compliant and safe driver. Carol was proud that both she and her partner had achieved P2 category of licence. This story was highlighted particularly by the DPTI workshop as it clearly demonstrated an improved culture of road safety within the community, and how individuals had learned to appreciate and value safe and compliant driving.





## Mark Campbell



This story was highlighted by the workshops as Mark identified a range of benefits to himself and his family of having a licence, including:

- pride and happiness at achieving his license
- now feels brave driving around, the license was like a shield protecting him from trouble from the police
- no longer needs to feel nervous or scared when he sees the police
- With regards to family, his in-laws were proud of him and he felt that now he is a husband and a father, having a license is more important, his kids need stuff and he can get it

This story demonstrates the lived experience of a client in experiencing access benefits, reduction of negative police and law interactions and culture, family and community benefits. The story also resonated with the workshop participants as it articulated the fear unlicensed drivers can feel when driving, as well as the relief of being compliant.

## Megan Hooper

This story was highlighted as it was seen by the panels as originating from an educator in touch with the younger generation and broader community and acknowledging that habits are passed on from student to student.

Megan said that the OTRTR Program was having a real impact in reducing the effect of the cycle of fines and gaol due to traffic offences for individuals. At the community level, Megan identified very visible behavior change – “people are doing the right thing” - she now sees a lot of L and P plates on cars in the community and people know how the qualified and supervised drivers are, which signals real engagement of the community with the licensing system. There is a cultural change within the school and the community as people are very keen to get their licence.

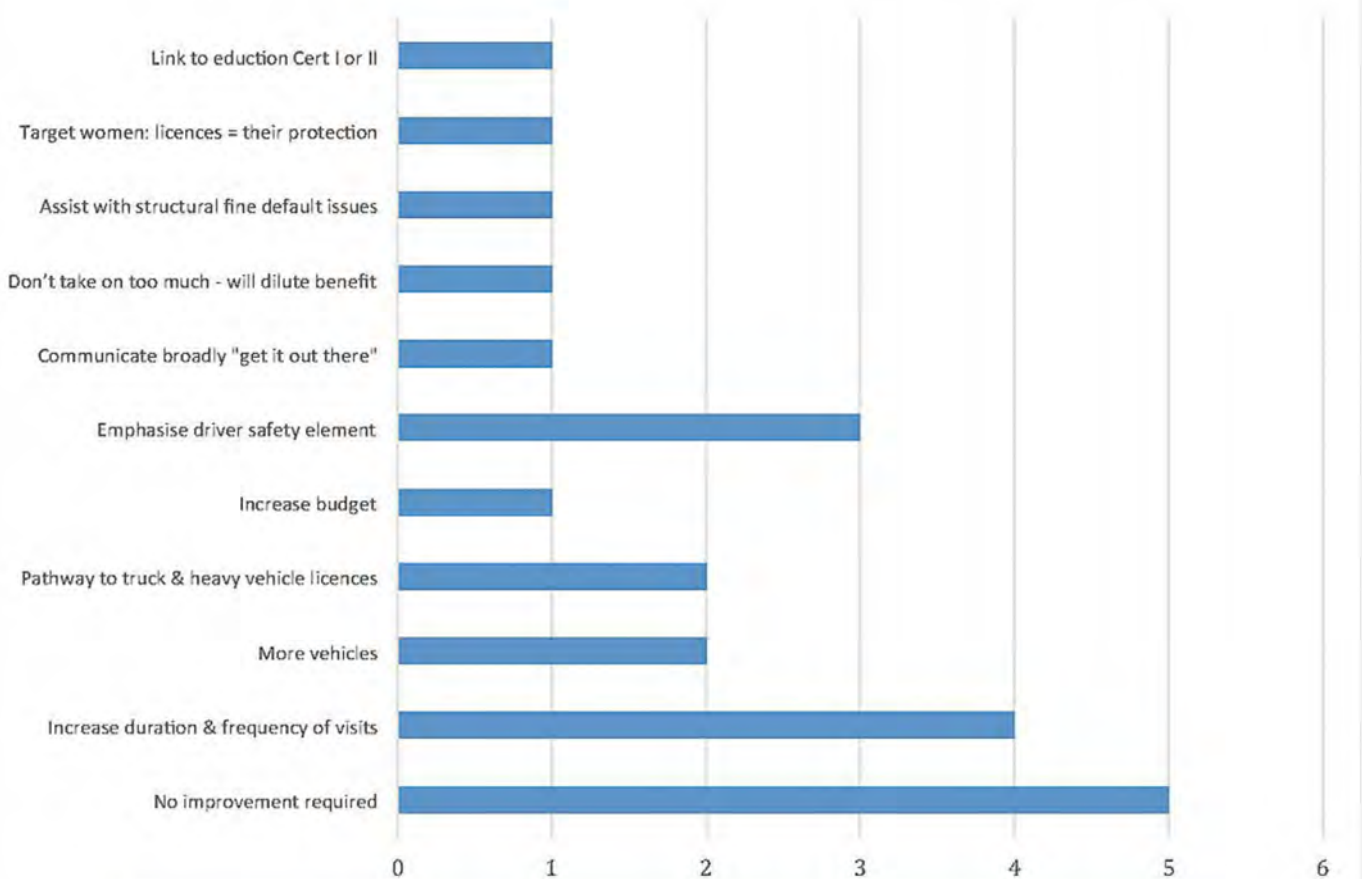


# SUGGESTED CHANGES OR PROGRAM IMPROVEMENTS

Twelve clients, community leaders, driving instructors and service providers of the APY East communities (Pukatja, Iwantja, Mimili, Amata) were asked What changes would you make to improve the On the Right Track Program?

The overwhelming response to this question was not to change any aspect of the Program, except that community visits should occur more often with longer duration, if possible. This reflects the broad acceptance of and appreciation for the Program identified through the Most Significant Change stories. Other suggested improvements raised more than once included increase the number of Program vehicles available, provide a pathway to truck and heavy vehicle licences and emphasise driver safety. It is noted that the "emphasise driver safety" idea was raised by service providers within the communities who may not have visibility of the level of safety awareness provided by the Program.

Suggested improvements to OTRTR



**"If On the Right Track keeps up the good work, I can just see nothing but positives"**

community stakeholder



In addition to the responses to the specific question about possible improvements, the full suite of visual data was mined for incidental ideas and areas for possible improvements or expansion.

**The following ideas were identified:**

Community members would like to see the Program expanded and greater frequency of community visits.

More funding is required to expand Program reach.

Provision of car seats / child restraints where it was noted that community members are raising the issue and want to learn more.

Increased collaboration with other service providers within the communities e.g. SA Health, consider a joint community event about car seats, show the animated videos.

It would be beneficial to offer Medium Rigid licences, these are needed for CFS and other uses in communities.

**Although not within the control of the OTRTR Program, the following issues were also raised:**

Currently used methods for dealing with outstanding fines are not working and non-monetary methods, e.g. community service, were suggested

People with fines for driving without a licence should not be gaoled like other more serious offenders

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**“Working for the courts, I’ve seen sad stories, things that should never happen, because of the problems of being remote and access to services, especially Anangu. It [the OTRTR Program] just should have happened so long ago, it’s unfortunate**

**community stakeholder**

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The above quote points to the urgency of expanding the service to a broader set of remote Aboriginal communities, from those with first-hand experience working at the intersection of the legal system and communities.





# FINDINGS

## Finding 1

The outcomes being achieved by the Program are consistent with government priorities and policies, including Closing the Gap, Overcoming Indigenous Disadvantage: Key Indicators, South Australia's Strategic Plan, DPTI's Strategic Plan and the Safer Travel and Behaviour Change Section's Business Plan.

This ranges from closing the licencing gap between Aboriginal and non-Aboriginal Australians (Closing the Gap), through to the underlying focus on themes such as care and love for family and community (DPTI's Safer Behaviour Change Section's Business Plan) – both of which were highlighted through the stories of change.

## Finding 2

The Program has been highly effective in achieving Aboriginal licensing outcomes and increased culture of safety in communities

The success of the Program is evident in the Program data (doubling the percentage of licensed age eligible drivers in two years) and the collection of systematic qualitative data, showing an undeniable, positive impact on individuals and communities.

## Finding 3

There is still much more work to be done with client communities and non-client communities, to close the gap in licensing outcomes between Aboriginal and non-Aboriginal South Australians.

The Program operates in a difficult, complex space and addressing the barriers to licensing is currently an ongoing challenge. Non-client communities are currently missing out on this service.

## Finding 4

The model is sound, carefully planned, based on available evidence, culturally appropriate and well accepted by community members.

The high quality and breadth of research forming the basis of the Program design is reaping rewards. The factors enabling the success of the Program are not surprising, but rather intentional building blocks deliberately put in place to ensure success.





### Finding 5

It appears that DPTI is achieving very good value for money.

Current funding of up to \$1m/year appears adequate to sustain the current level of service. Economic benchmarking was not a specific remit of this evaluation, but given the undeniable positive outcomes achieved by the Program in a challenging context, it appears DPTI is achieving very good value for money on a modest budget.

### Finding 6

The Program has had significant and far ranging positive impacts for Aboriginal clients, as well as their families, community service providers and the broader community.

14 Aboriginal clients, 27 community stakeholders, one quarter of whom are Aboriginal, and 2 driving instructors were interviewed using an adaptation of the Most Significant Change technique, where it became evident that participation in the Program has been profound and a life changing event for many. Community members and service providers articulated the potential for intergenerational and whole of community benefits as a result of the Program.

### Finding 3

There are many factors that contribute to the success of the Program, including strong community engagement, cultural appropriateness and adequate facilities and resources.

As mentioned above, the factors enabling the success of the Program are not surprising, but rather intentional building blocks deliberately put in place to ensure success.



### Finding 8

The Program should prepare and implement a Monitoring and Evaluation Framework to ensure effectiveness and efficiency can be systemically tracked and allow the Program to respond to changing needs of communities and different client groups.

This may include understanding what is happening on non-serviced communities in the absence of the Program and the experience of clients who are not successful in obtaining their Ls or Ps.

With this additional program documentation in place, the Program will prove a very useful demonstration by sharing lessons learnt with other regions, states and territories.

# CONCLUSIONS

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In our view the Program is outstanding and producing real, sustainable licensing outcomes for Indigenous people. The changes at the individual, family and community levels are significant.

The Program is well planned and implemented and, because it is well managed, it is efficient. In terms of areas for improvement, there are opportunities to expand delivery to more clients and a greater number of communities, but fundamentally no reasons were identified to change any element of Program delivery.

DPTI and, in particular, the OTRT team within the Safer Travel and Behaviour Change Section, is well placed to continue to deliver the Program. There is a clear need to for the Program and little overlap with other services available on the Lands.



# RECOMMENDATIONS

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1. Continue to consolidate Program achievements and increase the overall number of licensed drivers in client communities. Expansion to medium rigid and other employment-related classes of licence is supported, but requires additional funding and should not be at the expense of standard licences.
2. Expand the Program to other remote Aboriginal communities in South Australia with demonstrated need, that is, where licensing rates for Aboriginal people are not commensurate with the broader South Australian population. Consider increasing the duration and/or number of visits per year to client communities.
3. Ensure future Program funding is adequate enough to allow for agile nimble response to changing community requirements and demographics.
4. Document and share successes and lessons learned from the Program with other states and territories and consider whether solutions developed here might also be applicable for other groups experiencing licensing disadvantage
5. Prepare a Monitoring and Evaluation (M&E) Framework and a M&E Plan commensurate with Program budget and potential for expansion. Depending on requirements and available budget, this could include:
  - Reviewing program logic/theory of change behind the Program in a participatory process with Program staff
  - Documentation of evaluation questions and Key Performance Indicators (baseline and targets), to monitor and report results
  - Interviewing non-participants in participating communities or residents in non-participating communities and posing questions about the counter-factual (what would have happened in the absence of the OTRTR Program)
  - Indicators aligning with the South Australia's Strategic Plan in areas of early childhood, schooling, economic participation, health, safe communities, healthy homes, governance and leadership, and reconciliation, culture and traditional lands
  - A Social Return on Investment or cost benefit analysis of medium to long term broader social outcomes, if required to secure future and/or expanded funding, including relationship between unlicensed driving and the justice system and benchmarking against other similar programs.

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# Attachment 1 – Pathway to licence pre OTRTR

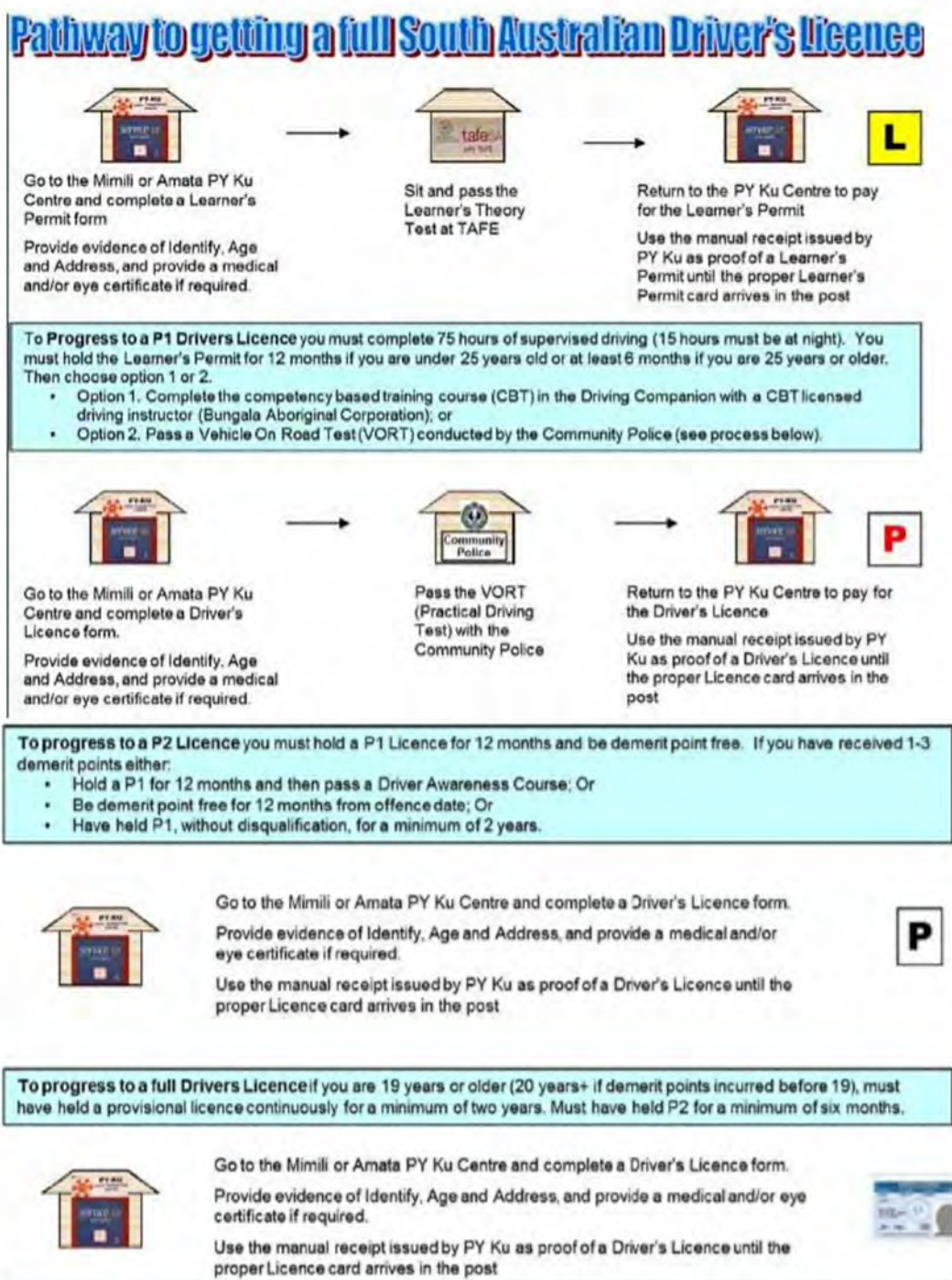


Figure 1: Licencing stages in the APY lands through the PY Ku Centre (Ray-Zwar & Lapridge 2011:9)

Source: Williamson et al 2011.



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