

Coffey International Development

Reflect
Reconciliation Action Plan

April 2018 - April 2019



Message from Reconciliation Australia



Reconciliation Australia is delighted to welcome Coffey International Development to the Reconciliation Action Plan (RAP) program and to formally endorse its inaugural Reflect RAP.

As a member of the RAP community, Coffey International Development joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Reflect RAP provides Coffey International Development a roadmap to begin its reconciliation journey. Through implementing a Reflect RAP, Coffey International Development will lay the foundations for future RAPs and reconciliation initiatives.

We wish Coffey International Development well as it takes these first critical steps in its reconciliation journey. We encourage the organisation to embrace this journey with open hearts and minds, to grow from the challenges, and to build on the successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:

“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Coffey International Development on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer
Reconciliation Australia

A message from the General Manager

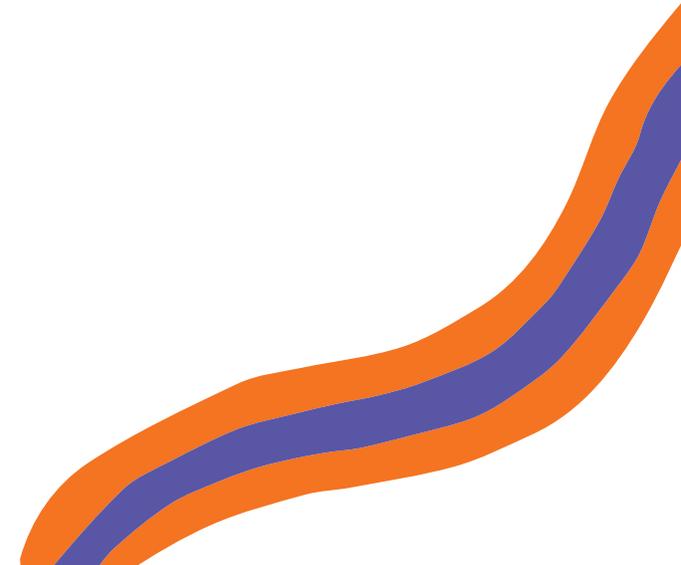
As a leading international development managing contractor, Coffey works throughout the Asia Pacific region to deliver effective development programs that help to reduce poverty and improve lives. Together and as individuals we strive to make a difference in the lives of some of the world's most disadvantaged peoples. It is what drives us to do well and to do better. Yet, as we look outward to our region to support those that need our help, we must also look closer to home. To do this we have developed the first Coffey International Development Reconciliation Action Plan – a road map to guide us through our responsibility to help close the gap of disadvantage between many Aboriginal and Torres Strait Islander peoples and communities and other Australians.

Our responsibility to play a practical role in reconciliation is taken seriously and we welcome our Reconciliation Action Plan as an opportunity to review and reflect on where Coffey and Aboriginal and Torres Strait Islander peoples can work together to support and stimulate authentic and increased Aboriginal and Torres Strait Islander participation in our sector, our organisation, and our communities. Through our RAP we confirm our commitment to reconciliation through collaboration, mutual respect and a responsibility to take action.

As we develop, refine and reflect on our RAP over the coming years, Coffey will continue to work towards an equitable, diverse and respectful workplace no matter where we are and where we work. I am proud to be part of this journey.



Kit Black
General Manager
Coffey International Development, Asia Pacific





Contents

Our vision	1
About Coffey International Development	2
Our Reconciliation Action Plan	3
Where we began	5
<i>Relationships</i>	6
<i>Respect</i>	7
<i>Opportunities</i>	8
<i>Governance and Tracking Progress</i>	9
About our artwork.....	10
Contact	11

Acknowledgement of Country

We acknowledge the Kurna people as the First People of the Adelaide region where our buildings stand and where we work. We pay respect to Elders, past, present, emerging and future.

Coffey recognises the Traditional Custodians of country, and their unique connection to their lands and waters, language, law, kinship and ceremony. Through this acknowledgement we commit to ongoing learning and understanding on our journey to reconciliation.

Our vision

We see ...

- A workplace at Coffey International Development that works in partnership with Aboriginal and Torres Strait Islander peoples and communities to create meaningful, long-lasting relationships that support reconciliation and encourage participation and employment in our sector.
- An Australia where everyone—our neighbours, colleagues, friends and family—takes on a responsibility to overcome social and economic disadvantage.
- A world where all people—particularly women and girls—are empowered through improved access to education, services, economic opportunities and healthcare.
- A future where social justice, equality, diversity and respect are not only expected but celebrated.



About Coffey International Development

Coffey International Development is a comprehensive source of support for governments seeking to build stable societies, provide economic opportunities and empower citizens to improve their lives. We deliver vital international aid projects for our clients.

We are leaders in social development, education and health, governance, peace building, countering violent extremism and physical infrastructure. This range of specialisations enables Coffey to draw from a vast institutional know-how in development, to create innovative, cross-disciplinary solutions and deploy an integrated base of expertise for meeting the multi-faceted challenges of the Sustainable Development Goals.

We have corporate offices in:

- Australia (Adelaide, Canberra, Perth, Brisbane and Sydney)
- Cambodia (Phnom Penh)
- Indonesia (Jakarta)
- The Philippines (Manila)
- Papua New Guinea (Port Moresby).

Experience. For four decades, Coffey's international development team has devised solutions to numerous international development challenges. Across the developing world, we work with our clients in the public and private sectors to help them achieve effective development outcomes.

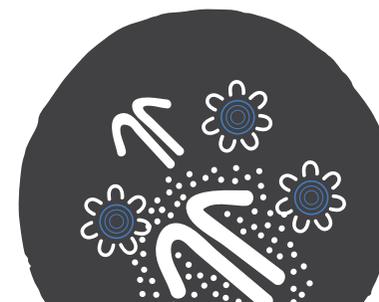
Global Reach. Today, Coffey is part of a global network of Tetra Tech companies, with 16,000 people across 400 offices, for clients including the Australian, UK and US governments, and private sector foundations. We provide access to worldwide resources, and extensive and innovative technical experience through a network of project and corporate offices.

Partnerships. Our business relies on maintaining strong relationships and respect for local customs and practices in all places in which we operate. Even in the most challenging security and political environments we create sustainable solutions, which our local partners apply long after a project is completed.

Results. Measuring development effectiveness is a specific field of expertise that Coffey provides. We equip local organisations with innovative and high-quality monitoring and evaluation systems to help ensure results where it matters.

The Future. Ultimately, we aspire to create a poverty-free world where communities play an active role in shaping a brighter future.

Coffey International Development values diversity and is committed to providing access to sustainable opportunities for people and businesses. Coffey International Development does not currently employ any staff that self-identify as Aboriginal or Torres Strait Islander.





Our Reconciliation Action Plan

Coffey International Development values diversity and is committed to providing access to sustainable opportunities for people and businesses. Our commitment to developing a RAP has grown from an understanding of the inequality between Aboriginal and Torres Strait Islander peoples and other Australians, and we recognise that true reconciliation leads to prosperity for all Australians.

Coffey's commitment to equality and diversity in the workplace and our Indigenous Participation approach seeks to deliver meaningful cultural recognition, employment, education and training opportunities for Indigenous peoples in all countries where we work. We want to be recognised as a company that takes practical and sustainable action to improve the life circumstances of our own Indigenous peoples – the Aboriginal and Torres Strait Islander peoples across the nation.

We acknowledge Aboriginal and Torres Strait Islander peoples as being the original custodians of their lands and we recognise the importance of preserving Aboriginal and Torres Strait Islander culture and customs. Coffey International Development is based in Adelaide and acknowledges the Kaurna people as the Traditional Custodians of the land on which we live and work.

We work in a broad range of countries in the Asia Pacific region and positively value the many contributions that a culturally diverse workforce such as ours brings to our international development business. Our business relies on maintaining strong relationships and respect for local customs and practices in all places in which we operate.

Our approach aims to engage effectively with Aboriginal and Torres Strait Islander communities where we work, building awareness and understanding within our workforce on culture, heritage and issues and provide sustainable career and business opportunities for local Aboriginal and Torres Strait Islander peoples.

By respecting and having knowledge of Aboriginal and Torres Strait Islander peoples and their cultures, Coffey International Development staff, clients and subcontractors will deepen their connections to enable the provision of culturally respectful and appropriate services and to play an authentic role in the journey of reconciliation in this country.

We developed our RAP with the facilitating support of CorporateConnect.AB, the consulting arm of the Aboriginal-owned business the David Liddiard Group. Our RAP champion is Joanne Burns who has been a driving force behind the process within the organisation and specifically with senior management.

The RAP development has been a six-month process and through the journey, members of our RAP Working Group have increased their understanding and together developed practical and authentic actions that align with our core business and impact the whole Coffey team.

We are at an early stage in our organisational and personal journey of reconciliation, and we acknowledge that a long-term commitment is required. Our RAP Working Group has enthusiastically involved itself in the development and many discussions that our first RAP has generated, and each of the members of the group have shared elements of the learnings that they have acquired through this process with their peers.

The RAP Working Group Members include:

- Kit Black, General Manager Asia Pacific
- Joanne Burns, Human Resources Manager
- Dani Cash, Communications Manager
- James Muir, Project Accountant
- Amy Gildea, Practice Lead, Research, Monitoring and Evaluation Practice
- Madeleine Plocki, Project Manager
- Luke Passfield, Monitoring and Evaluation Consultant
- Gillian Wadham, Procurement Specialist
- Lucy Wells, Project Manager
- Matthew Holding, Development Coordinator

We were also joined by Clyde Rigney Jnr, who—as an integral member of our working group and proud Ngarrindjeri—provided exceptional guidance and understanding as we embarked upon our reconciliation journey through our RAP actions.



Where we began ...

At the beginning of our Reconciliation journey, we conducted a survey of staff to learn more about our organisation and staff understanding and attitudes towards Aboriginal and Torres Strait Islander peoples, their culture and how we can contribute to reconciliation.

More than 90 per cent of Coffey staff thought it is important for all Australians to learn more about the past issues of European settlement in Australia and its impact on the first peoples of Australia, and around 90 per cent of Coffey staff believed that it would be beneficial for Coffey to provide cultural awareness and cultural capability sessions. These findings point to a special role that the RAP can play in educating and advancing reconciliation across the organisation. They also provide guidance around relevant RAP activity.

In our survey we also found that although nearly 90 per cent of Coffey employees indicated that they were aware of the meaning and cultural protocols around 'Welcome to Country' and 'Acknowledgement of Country'. Coffey does not have currently any staff who self-identify as Aboriginal or Torres Strait Islander and just under 30 per cent reported that they have had contact professionally or personally with Aboriginal or Torres Strait Islander Australians.

With this information and baseline, we committed to our first Reflect Reconciliation Action Plan for the next 12 months.



Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish a RAP Working Group	<ul style="list-style-type: none"> Form a RAP Working Group that is operational to support the implementation of our RAP, comprising an Aboriginal and Torres Strait Islander employee and a local community representative as well as decision-making staff from across our organisation. 	April 2018	General Manager
	<ul style="list-style-type: none"> Identify and invite a local Aboriginal representative or supplier to be on the RAP Group. 	April 2018	Communications Manager
	<ul style="list-style-type: none"> Establish a schedule of quarterly RAP meetings. 	Meetings held in April, July, October 2018 and February 2019	Human Resources (HR) Manager
2. Build internal and external relationships	<ul style="list-style-type: none"> Develop a list of Aboriginal and Torres Strait Islander peoples, communities and organisations within our industry sector (i.e. education, health, gender, economic growth etc) that we could approach to connect with on our reconciliation journey. 	April 2018	Principal – Research, Monitoring and Evaluation Practice
	<ul style="list-style-type: none"> Invite selected people from the list to join our Coffey Australia team for internal learning sessions (like: Learning for Success or Brown bag lunch presentations each quarter) with a minimum of 4 sessions to learn and engage with the community and aid delivery colleagues to deliver better aid programs. 	June 2018	Procurement Specialist
	<ul style="list-style-type: none"> Develop a list of RAP organisations and other like-minded organisations that we could approach to connect with on our reconciliation journey. 	September 2018	Human Resources Manager
	<ul style="list-style-type: none"> Investigate how Coffey can support /or work with our State or Territory based reconciliation councils and develop a list of recommended actions. 	June 2018	General Manager
3. Participate in and celebrate National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our Australia team via intranet, posters and internal newsletters. 	April 2018	Communications Manager
	<ul style="list-style-type: none"> Encourage our staff to attend a NRW event. 	June 2018	Communications Manager
	<ul style="list-style-type: none"> Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW and provide feedback for circulation through report via Weekly Information Share and internal newsletter <i>Espresso</i>. 	June 2018	General Manager
4. Raise internal awareness of our RAP	<ul style="list-style-type: none"> Develop a plan to raise awareness amongst all staff across the organisation about our RAP commitments. 	April 2018	Communications Manager
	<ul style="list-style-type: none"> Identify our key internal stakeholders who will have a role in implementing the RAP. 	April 2018	Procurement Specialist
	<ul style="list-style-type: none"> Hold an information session for RAP Group members, GM, and identified internal staff to confirm roles and responsibilities. 	May 2018	General Manager
5. Raise external awareness of our RAP	<ul style="list-style-type: none"> Add details of our RAP to our website's Responsible Business Practices page, include links to NRW and NAIDOC media responses, and the development of Coffey RAP talking points for senior leaders when engaging with clients, peers and other stakeholders. 	May 2018	Communications Manager



Respect

Action	Deliverable	Timeline	Responsibility
6. Investigate and provide Aboriginal and Torres Strait Islander cultural learning and development	<ul style="list-style-type: none"> ● Capture data and measure our staff's current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements to inform a cultural awareness strategy for the organisation. 	August 2018	HR Manager
	<ul style="list-style-type: none"> ● Identify cultural training providers and learning options in the Adelaide area that will meet the identified needs for our organisation. 	April 2018	HR Manager
	<ul style="list-style-type: none"> ● Organise an annual learning session on Aboriginal and Torres Strait Islander cultures for employees in our organisation (Adelaide) and review feedback. 	June 2018	HR Manager
	<ul style="list-style-type: none"> ● Subscribe to Koori Mail and have it available with other newspapers in the office, to raise greater awareness of Aboriginal and Torres Strait Islander news, culture and events. 	June 2018	Project Accountant
	<ul style="list-style-type: none"> ● Develop a business case for increasing awareness of Aboriginal and Torres Strait Islander cultures, histories and achievements within our organisation. 	July 2018	HR Manager
	<ul style="list-style-type: none"> ● Conduct a review of cultural awareness training needs within our organisation. 	September 2018	HR Manager
	<ul style="list-style-type: none"> ● Investigate the Reconciliation Australia's Share Our Pride online tool to understand its potential benefits to our organisation and make recommendations. 	October 2018	Communications Manager
	<ul style="list-style-type: none"> ● Celebrate/recognise Aboriginal and Torres Strait Islander dates of significance through the Portal, morning teas, stand up meeting – National Sorry Day (26 May), National Reconciliation Week (27 May–3 June), Mabo Day (3 June). 	June 2018	HR Manager
7. Participate in and celebrate NAIDOC Week	<ul style="list-style-type: none"> ● Ensure as part of our Internal awareness campaign we will raise awareness and share information through a communications piece on the Portal amongst our staff of the meaning of NAIDOC Week which includes information about the local Aboriginal peoples and communities. 	May 2018	Communications team
	<ul style="list-style-type: none"> ● Introduce our staff to NAIDOC Week by promoting community events in our local area through stand up meeting and Daily Register. 	Mid-June 2018	HR Manager
	<ul style="list-style-type: none"> ● Ensure our RAP Working Group participates in an external NAIDOC Week event and provide feedback for circulation to the broader team. 	June 2018	RAP Working Group Chair (RWG Chair)
8. Raise internal understanding of Aboriginal and Torres Strait Islander cultural protocol	<ul style="list-style-type: none"> ● Explore who the Traditional Owners are of the lands and waters in our local areas (Adelaide and Canberra) and develop a list of these and their representative contact details. 	May 2018	Project Accountant
	<ul style="list-style-type: none"> ● Develop a plan to raise awareness and understanding of the meaning and significance behind Acknowledgement of Country and Welcome to Country protocols (including any local cultural protocols). 	June 2018	HR Manager
	<ul style="list-style-type: none"> ● Use Acknowledgement of Country to commence significant internal events, to raise awareness of the meaning and significance of cultural protocols. Provide the text for personnel and disseminate widely. 	May 2018	General Manager
	<ul style="list-style-type: none"> ● Invite a local Traditional Owner to provide a Welcome to Country at the Coffey 2018 Annual Planning Day. 	November 2018	General Manager
	<ul style="list-style-type: none"> ● Scope and develop a list of local Traditional Owners of the lands and waters within our organisation's sphere of influence. 	September 2018	RWG Chair



Opportunities

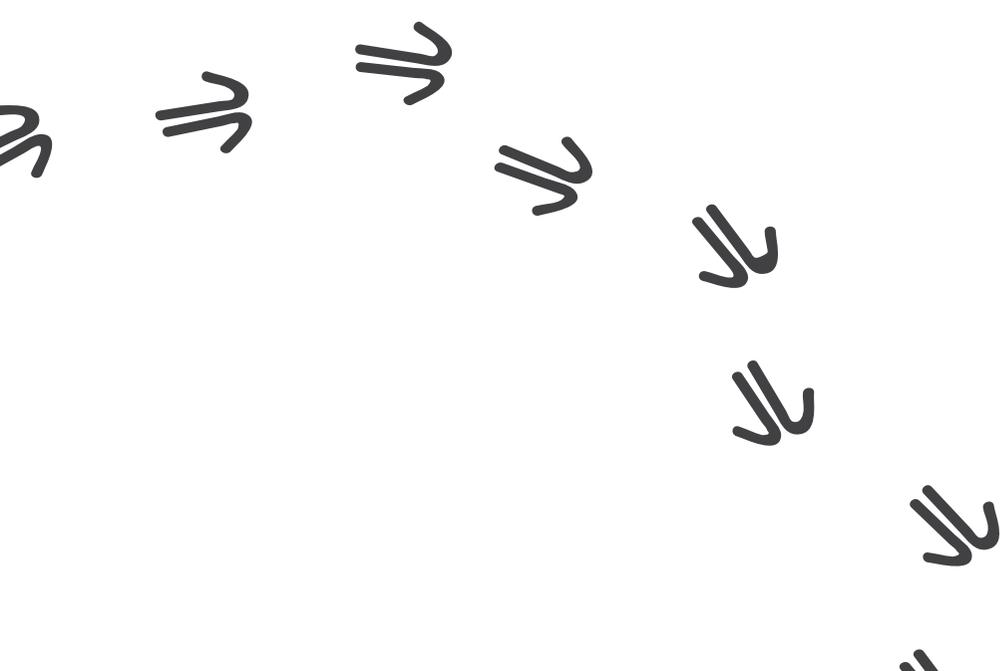
Action	Deliverable	Timeline	Responsibility
9. Employ Aboriginal and Torres Strait Islander peoples in our organisation	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation and present to senior management. 	May 2018	HR Manager
	<ul style="list-style-type: none"> Prepare a plan to identify future Aboriginal and Torres Strait Islander candidates for employment and development opportunities. 	June 2018	HR Manager and Senior Project Manager
10. Increase Aboriginal and Torres Strait Islander supplier diversity	<ul style="list-style-type: none"> Develop an understanding of the mutual benefits of procurement from Aboriginal and Torres Strait Islander owned businesses. 	May 2018	Procurement Specialist and General Manager
	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses, with consideration of 'social and economic added value'. 	July 2018	Procurement Specialist and General Manager
	<ul style="list-style-type: none"> Identify goods and services we have control over (catering, stationery, small IT supplies, groceries/alcohol, first aid, florist and gifting, taxi, office plant rental and maintenance, couriers, local trades (plumbers, electricians), water filter tap services, business cards and artwork, printing, graphic design and website. 	July 2018	Procurement Specialist and General Manager
	<ul style="list-style-type: none"> Identify additional Aboriginal business suppliers against each of the areas identified above. 	November 2018	Procurement Specialist & General Manager
	<ul style="list-style-type: none"> Develop an internal process to ensure Aboriginal business suppliers are considered first during any procurement process and update the procurement database. 	December 2018	Procurement Specialist & General Manager
11. Support Aboriginal and Torres Strait Islander social enterprises and businesses	<ul style="list-style-type: none"> Identify social enterprises or businesses that may require meeting space or could benefit from in-kind support/use of our office facilities. 	November 2018	Practice Manager RME and General Manager
	<ul style="list-style-type: none"> Offer practical support to two businesses in 2018 and reach out to them to discuss appropriate potential support. 	March 2019	Practice Manager RME and General Manager





Governance and Tracking Progress

Action	Deliverable	Timeline	Responsibility
12. Build support for the RAP	● Define resource needs for RAP development and implementation.	May 2018	General Manager RAPWG
	● Define systems and capability needs to track, measure and report on RAP activities.	May 2018	General Manager RAPWG
	● Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia.	September 2018	Communications Manager
	● Provide RAP reporting to senior management.	October 2018	RWG Chair
13. Review and Refresh RAP	● Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	February 2019	RWG Chair
	● Submit draft RAP to Reconciliation Australia and Coffey senior management for review.	March 2019	RWG Chair
	● Submit draft RAP to Reconciliation Australia for formal endorsement.	April 2019	RWG Chair



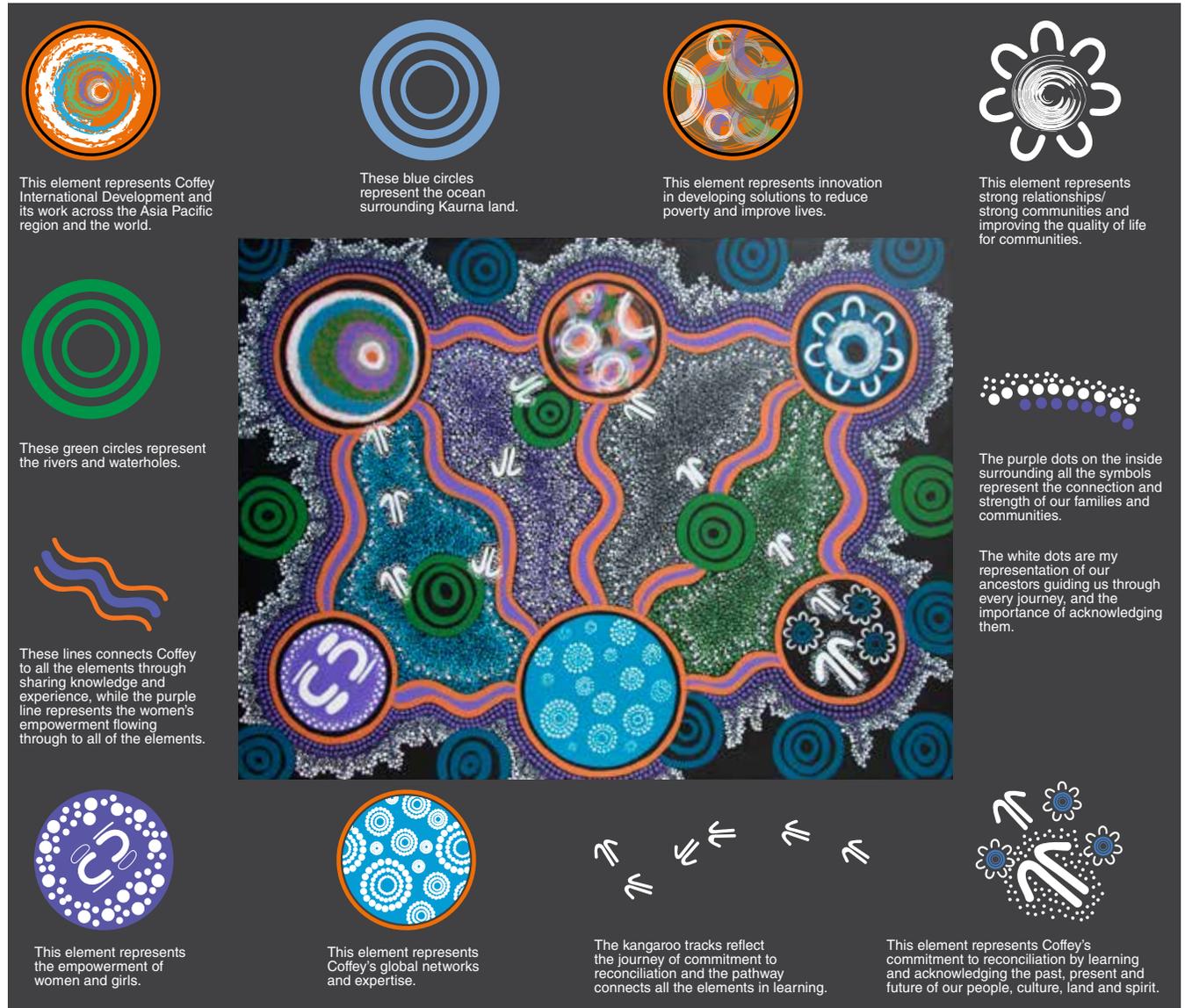
About our artwork

The artist

Mel Agius is an Adjahdura (commonly known as Narungga) and Ngadjuri woman from South Australia. Adjahdura country is the Yorke Peninsula, while Ngadjuri covers the Clare Valley, Burra, Mid-North and Southern Flinders country.

Mel grew up all over South Australia and Adelaide metropolitan areas but Yorke Peninsula will always be home to her and Point Pearce is her community. Mel's life has taken her to many different communities – from the west coast up to the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands and more recently the Northern Territory.

Mel draws on her experiences as a youth worker and in her current role at the Indigenous Land Corporation when portraying messages within her artwork. She says, "Painting has been good for my spirit, keeping me strong and connected. It reflects my personal experiences and interprets my own spiritual journey of things I have learnt, seen or felt".



Contact

Joanne Burns
Human Resources Manager

Coffey International Development
Level 3, 33 Richmond Road
Keswick SA 5035

Telephone: +61 8 8375 4400

Email: InternationalDevelopment@Coffey.com



