

Name or Pseudonym

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1.1 What would a partnership between CSOs and the government that achieves outcomes for Australians being supported by the community sector look like?

1. Collaboration: Government and CSOs working together, like a local government partnering with a refugee support organization to provide housing for newly arrived families.
2. Cultural Competence: Training staff to understand diverse cultures, e.g., offering language classes to public servants to better communicate with non-English-speaking residents.
3. Inclusivity: Involving diverse community members in decision-making, such as having a multicultural advisory council to shape policies.
4. Tailored Services: Providing language interpreters in healthcare settings for patients who speak different languages.
5. Community Empowerment: Offering job training programs for refugees to help them become self-sufficient and integrate into the workforce.
6. Transparent Communication: Creating regular town hall meetings where government officials listen to and address concerns from CALD communities.
7. Data Collection: Gathering statistics on the number of CALD students graduating high school to evaluate educational support programs.
8. Policy Support: Advocating for policies that protect the rights of CALD individuals, like anti-discrimination laws.
9. Resource Allocation: Allocating funds for language services in public libraries to assist CALD residents in accessing resources.

1.2 How can CSOs and government streamline the sharing of information, particularly through utilising technology to effectively engage, distribute, share, influence and inform in a timely and efficient manner?

1. Create a website or portal where CSOs and government agencies post updates, resources, and reports. For instance, a "Community Partnership Hub" could host documents related to joint initiatives.
2. Maintain email lists for stakeholders and send newsletters with updates. For example, a government agency might send a monthly newsletter to CSOs with updates on funding opportunities and policy changes.
3. Host webinars on topics of interest. A CSO and a government agency could jointly present a webinar on "Accessing Healthcare Services for CALD Communities."
4. Use platforms like Facebook, Instagram and Twitter to share success stories, event announcements, and updates on collaborative projects with the public.
5. Create a mobile app that allows residents to report community issues, request services, or access information about local CSOs and government programs in any language and have services that can help translate.
6. Implement a secure data-sharing platform to exchange research findings between a government health department and a CSO focusing on public health.
7. Use tools like Slack for real-time communication and document sharing among CSO and government team members working on the same project, like disaster response efforts.
8. Conduct online surveys to gather feedback from the public about community services, such as a CSO's survey on community center satisfaction.

9. Set up automated alerts to notify CSOs and government agencies when grant opportunities become available or when there are updates on a joint initiative.

10. Accessibility and Multilingual Support: Ensure that a website providing information on government services is accessible to people with disabilities and offers content in multiple languages.

1.3 How can government ensure the community sector, including service users, and those not able to access services, have an opportunity to contribute to program design without imposing significant burdens?

1. The agency creates a user-friendly online portal where residents, including those who can't attend physical meetings, can share their thoughts on public health priorities. This portal allows people to submit ideas, suggestions, and concerns from the comfort of their homes.

2. A mobile app is developed to allow users to easily provide input on public health programs using their smartphones. This app features a simple interface and notifications about opportunities for participation.

3. The agency organizes virtual town hall meetings, offering various time slots during the day and evening. Participants can join via video conferencing to discuss program ideas and challenges.

4. Information about the initiative and participation instructions are available in multiple languages, accommodating residents from diverse backgrounds.

5. The government partners with local community organizations and appoints community ambassadors who engage directly with vulnerable populations, gathering their input and concerns.

6. The agency uses social media platforms to promote the online portal, virtual meetings, and the mobile app, making it easy for people to participate and provide feedback.

2.1 What would adequate and flexible funding look like?

1. Providing a CALD community center with a three-year grant to ensure consistent support, allowing them to plan programs and services for the long term.

2. Allocating funds to cover essential costs such as rent, staff salaries, and utilities for a CALD support organization in addition to project-specific grants, ensuring their operational stability.

3. Offering a grant to a language education program for CALD individuals with a requirement to show improved language proficiency as a condition for continued funding.

4. Allowing a CALD support organization to redirect funds during a public health crisis, such as COVID-19, to provide immediate assistance to vulnerable community members.

5. Providing funds for training and technology upgrades to help a CALD youth center expand its services and reach more young people.

6. Granting emergency funding to a CALD relief organization to respond quickly and effectively to disaster-affected communities, like offering aid during a flood or wildfire.

7. Encouraging multiple CALD organizations to collaborate on a workforce development project, where each organization receives part of the funding to address unemployment issues together.

8. Requiring CALD organizations to submit regular reports on how they are using the funds and requesting feedback from the communities they serve to ensure transparency and accountability.

9. Distributing funds among different CALD organizations based on their specific needs and impact on the communities they serve, considering factors like the size of the population they reach and the scope of their programs.

2.2 What administrative and overhead costs are not being considered in current grant funding?

1. Full-time and part-time staff salaries, including program managers, administrative assistants, and support personnel. For example, a domestic violence shelter's grant may not fully cover salaries for counselors and security staff.

2. The cost of maintaining physical office space, including rent, utilities (electricity, water, heating), and maintenance. An environmental nonprofit's grant may not cover office space rent.

3. Expenses for office equipment, computers, software licenses, and internet connectivity. A youth development program might struggle to cover the cost of computers for educational activities.
4. Funding for staff training, workshops, and professional development to keep the organization's team up to date and effective. For instance, a mental health support organization may lack funds for ongoing training for its counselors.
5. Costs for liability, property, and health insurance to protect the organization and its employees. A community center's grant might not fully cover insurance expenses.
6. Funds needed to raise awareness, promote programs, and engage with the community. A grant for a food bank might not include sufficient funding for outreach campaigns.
7. Expenses related to maintaining compliance with regulations and reporting to grantors, which can be time-consuming and costly. An education nonprofit may face challenges in covering compliance costs for grant reporting.
8. Fees for legal and accounting professionals to ensure compliance, financial transparency, and legal protection. A social justice organization might struggle to afford ongoing legal support.

2.3 How are rising operational costs impacting the delivery of community services?

1. As operational expenses like rent, utilities, and staff salaries increase, organizations may need to divert funds from their programs and services to cover these costs. For instance, a youth mentoring program might have to reduce the number of mentors due to rising facility rental fees.
2. Increasing labor costs can lead to difficulties in hiring and retaining skilled staff, which can reduce the quality and availability of services. An elder care facility may struggle to hire sufficient nursing staff due to rising wages in the healthcare industry.
3. Organizations may find it difficult to expand services or reach new communities when a significant portion of their budget is consumed by operational costs. A food bank may be unable to open additional distribution centers in underserved areas due to increased facility and transportation expenses.
4. To cope with rising operational costs, organizations might be forced to cut certain programs or services entirely. For example, a domestic violence shelter might close a counseling program due to escalating rent and utility costs.
5. To offset operational cost increases, some organizations may need to charge fees to service users, making access to essential services less affordable for the community. An after-school program might need to charge higher fees for participants due to rising program expenses.

2.4 What have been your experiences with and reflections on the supplementation and change to indexation?

1. Governments may supplement or adjust indexation for retirement pensions to ensure that retirees receive a fair and consistent income. For example, a country might increase pensions annually in line with inflation rates to maintain retirees' purchasing power.
2. In the realm of education, governments can supplement student financial aid programs by providing additional grants or changing the indexation method to keep pace with rising tuition costs. For instance, a government might adjust the indexation formula for student loans to make them more affordable.
3. Governments may change the indexation method for social welfare payments to adapt to changing economic conditions. For example, during an economic downturn, policymakers might increase the indexation rate to provide greater financial support to those in need.
4. Minimum wage rates can be supplemented or subject to indexation changes to ensure that they remain fair and competitive. For instance, some countries tie minimum wage increases to changes in the cost of living to protect workers' standards of living.
5. Governments can adjust income tax thresholds using indexation to prevent individuals from moving into higher tax brackets due to inflation. These adjustments ensure that workers' take-home pay is not eroded by rising prices.
6. Cost-of-Living Allowances (COLAs): Some employment contracts include COLAs that automatically

adjust salaries or benefits to account for changes in the cost of living. For instance, a labor union might negotiate for COLAs to protect workers' purchasing power.

2.5 How can CSOs and the department work together to determine where funds are needed most to ensure equitable and responsive distribution of funds?

- Collaborate on a comprehensive needs assessment, involving stakeholders from both CSOs and the department to identify the most pressing community needs.
- Share relevant data, research, and insights to better understand community demographics, trends, and emerging issues.
- Develop a shared strategic plan that outlines funding priorities, objectives, and performance indicators, ensuring alignment with community needs and government policies.
- Establish open and transparent channels for regular communication, feedback, and information exchange to keep both parties informed and responsive.
- Engage the community in decision-making through consultations, surveys, town hall meetings, or other methods to ensure their voices are heard.
- Prioritize equity by addressing disparities in access to services and opportunities within the community.
- Implement a robust monitoring and evaluation framework to assess the impact of funded programs and identify areas for improvement.
- Allow for flexible fund allocation to address emerging needs or unexpected crises promptly.
- Collaborate in the grant-making process, with CSOs participating in the selection and assessment of projects to ensure they align with community priorities.
- Support CSOs in building capacity, which may involve training and resources to help them better address community needs.
- Distribute funds based on the agreed-upon priorities and the unique strengths and capabilities of CSOs to maximize impact.

2.6 How can government streamline reporting requirements, including across multiple grants, to reduce administrative burden on CSOs?

- Create a centralized online portal or platform where CSOs can submit reports for multiple grants. This portal should be user-friendly and allow for standardized reporting templates.
- Develop standardised reporting templates that can be used across various grant programs. This consistency simplifies the reporting process for CSOs.
- Coordinate reporting schedules across different grant programs to minimize overlapping deadlines and ensure CSOs have adequate time to prepare
- Assign a single point of contact within the government agency who can assist CSOs with reporting questions and clarifications, reducing the need for CSOs to navigate multiple contacts.
- Implement systems that can integrate and share data across different grant programs, reducing the need for CSOs to duplicate data entry.
- Apply a risk-based approach to reporting, where CSOs with strong performance records may face lighter reporting requirements, while those with compliance concerns receive additional scrutiny.

- Replace detailed financial reporting with more narrative-based reporting that focuses on program outcomes and impact. This can simplify reporting for CSOs.
- Shift from quarterly or monthly reporting to less frequent reporting intervals, such as semi-annual or annual reports, when appropriate.
- Focus on outcome-based reporting, where CSOs are required to demonstrate how they are achieving program goals and making a difference, rather than providing extensive process details.

Digital Tools

3.1 What length grants are CSOs seeking to provide certainty and stability for ongoing service delivery?

1. Longer-term grants provide CSOs with a stable planning horizon, allowing them to develop and implement programs that address community needs more effectively.
2. With multi-year grants, CSOs can make strategic investments in staff, infrastructure, and program development, fostering long-term sustainability and impact.
3. Longer grants help attract and retain skilled staff, who are more likely to commit to organisations with stable funding and job security.
4. CSOs can build stronger, more meaningful relationships with clients, communities, and partners when they can commit to longer-term initiatives.
5. Multi-year grants support innovation and continuous program improvement by allowing organizations to invest in evaluation, research, and feedback loops.
6. CSOs can reduce the administrative burden of seeking and securing funding by focusing on programs and outcomes instead of frequent grant applications.
7. Longer funding commitments can foster trust within the community, as residents and clients can rely on stable services and support.
8. Multi-year grants help CSOs mitigate risks associated with unpredictable funding fluctuations and external challenges.
9. Longer grants enable CSOs to scale their impact over time, reaching more clients and communities.

3.2 What timeframes should the government aim for, at a minimum, to provide final outcomes on grant variations/extensions before the current grant ceases?

1. CSOs need time to plan and adjust their activities based on the outcomes of grant variations or extensions. Providing outcomes well in advance ensures they can prepare for any changes.
2. If the grant requires changes in program delivery or resources, CSOs should have ample time to plan for a smooth transition without disrupting services to the community.
3. With 90 to 180 days' notice, CSOs can make necessary budget adjustments to align with any grant variations, including securing additional funding if needed.
4. Grant variations/extensions often come with reporting requirements. Providing ample notice allows CSOs to collect data and documentation required for reporting.
5. Time is needed for CSOs to ensure that they are in compliance with any new grant conditions or agreement changes resulting from variations or extensions.
6. CSOs often need to communicate any changes to staff, beneficiaries, and partners, which requires lead time to ensure a smooth transition.

3.3 What funding flexibility do CSOs require to enable service delivery and innovation?

1. Adequate core funding is essential to cover operational costs like staff salaries, rent, utilities, and overhead. This core funding provides stability and allows CSOs to focus on service delivery without worrying about essential expenses.

2. Multi-year grants or funding commitments provide CSOs with long-term planning horizons, allowing them to invest in program development and sustainability.
3. CSOs should have the freedom to allocate funds based on changing community needs and priorities, rather than being locked into rigid spending guidelines.
4. Funding should cover administrative overheads, including staff training, technology, and reporting requirements. Reducing administrative burdens allows CSOs to allocate resources more efficiently.
5. Flexibility to create reserve funds or contingency plans to address unexpected challenges or crises, ensuring service delivery is not disrupted in times of need.
6. Funding should support experimentation and innovation in program design, allowing CSOs to adapt to changing community needs and implement new approaches.
7. Shift towards outcome-based funding, where CSOs are funded based on their ability to achieve specific outcomes and impact, rather than just outputs or processes.
8. Funding flexibility to enable collaborations and partnerships with other organizations, both within and outside the community sector, to maximize resources and expertise.
9. Encouraging CSOs to diversify their revenue sources beyond government funding, which can include philanthropy, private sector partnerships, and social enterprise initiatives.

3.4 What flexibility is required by CSOs in acquittal processes to support and encourage sector innovation?

1. Shifting the focus of acquittal reports from detailed process-oriented reporting to outcomes and impact achieved. CSOs should be encouraged to share their success stories and lessons learned, fostering innovation.
2. Allowing CSOs to use their judgment in reporting methods, rather than mandating specific templates or structures. This approach enables organizations to tailor their reporting to their unique circumstances.
3. Encouraging CSOs to provide real-time data and updates, allowing funding agencies to monitor progress continuously rather than waiting for periodic reports. This promotes agility and timely decision-making.
4. Streamlining reporting requirements, reducing duplication, and minimizing administrative burdens, enabling CSOs to focus more on service delivery and innovation.
5. Acknowledging the value of qualitative and narrative reporting alongside quantitative data, as qualitative information often provides rich insights into innovation and impact.
6. Allowing CSOs to report on their own timelines rather than rigid schedules, recognizing that project timelines may not align with standard reporting periods.
7. Encouraging CSOs to highlight innovative practices and solutions within their reporting, with the expectation that such practices will be recognized and shared across the sector.
8. Empowering CSOs to engage in self-assessment and self-reflection, where they can evaluate their own performance and develop insights into areas for innovation and improvement.
9. Establishing feedback .

3.5 How can government improve the variation process, with consideration that CSOs must demonstrate alignment with the grant agreement and provide evidence of value for money outcomes?

- Ensure that grant agreements and variation processes are communicated clearly and transparently to CSOs. Clarity in expectations and procedures is essential for alignment.
- Provide CSOs with ample notice when variations are necessary, allowing them to plan and adjust resources and activities.
- Require grant variations to be based on clear evidence and reasoning, such as changes in community needs, unforeseen circumstances, or new data that support the proposed changes.

- Involve CSOs in the variation process by seeking their input and feedback, particularly when significant changes are proposed. Collaboration ensures alignment with their expertise and experience.
- Assess the potential impact of the proposed variation on service delivery, community outcomes, and value for money. The focus should be on whether the change will lead to improved results.

4.1 How can the government ensure opportunities are available for new and emerging organisations to access funding?

- Set aside a portion of grant programs specifically for new and emerging organizations to compete for. These designated funds can provide a stepping stone for these organizations to enter the sector.
- Offer a range of grant types, including small grants, pilot project grants, and capacity-building grants, to cater to different needs and maturity levels of organisations.
- Streamline application processes to make them more accessible for newcomers, with clear guidelines, easy-to-follow instructions, and reduced administrative burdens.
- Provide training, workshops, and webinars to educate new organizations on how to navigate the grant application process effectively.
- Pair emerging organizations with experienced mentors who can provide guidance on grant applications, project management, and organizational development.
- Offer pre-application assessments or consultations to help organizations determine their eligibility and readiness for specific grant programs.
- Create grant programs that specifically encourage innovative and creative solutions, allowing new organizations to compete based on fresh ideas and approaches.
- Encourage new organizations to collaborate with established partners to enhance their credibility and capacity to deliver services effectively.
- Introduce grants designed for proof of concept or pilot projects, allowing emerging organizations to demonstrate the viability of their ideas and approaches.

4.2 What programs, supports and information are already available for smaller CSOs to help build capacity of the organisation? Are these working?

1. Many government agencies, foundations, and nonprofit support organizations offer workshops, webinars, and training sessions on topics like fundraising, governance, strategic planning, and program evaluation. For example, a regional nonprofit association might provide regular training sessions on nonprofit financial management.
2. Smaller CSOs may receive one-on-one technical assistance from consultants or mentors in areas such as board development, financial management, or impact measurement. This can be particularly valuable for organizations seeking to build specific skills or overcome particular challenges.
3. Some grant programs are specifically designed to support capacity-building efforts within CSOs. For instance, a foundation might offer grants to develop fundraising capabilities or to upgrade technology systems.
4. Online resource libraries and toolkits are available to help CSOs access templates, guides, and best practices in areas such as nonprofit governance, financial management, and strategic planning.
5. Networking events, peer learning groups, and nonprofit associations offer opportunities for smaller CSOs to connect with their peers, share knowledge, and learn from one another's experiences.

4.3 How could larger CSOs support smaller CSOs? What are the barriers to providing this support?

1. Experienced CSOs can offer mentorship, sharing their knowledge and expertise in areas like governance, fundraising, program development, and advocacy.
2. Larger CSOs can collaborate with smaller ones on joint initiatives, leveraging their resources, networks, and skills to achieve common goals.
3. Offer training and capacity-building programs to help smaller CSOs strengthen their internal capacities, such as financial management, strategic planning, and impact measurement.

4. Share resources like templates, best practice guides, and toolkits to help smaller organizations improve their operations and decision-making.

5. Larger CSOs can provide smaller ones with guidance on advocacy strategies and help amplify their voices on critical issues.

6. Offer technical assistance or consulting services in areas where smaller organizations may lack expertise or resources.

7. Funding Opportunities: Some larger CSOs allocate a portion of their budgets to support smaller organizations through grants, partnerships, or sub-granting arrangements.

Common Barriers to Providing Support:

1. Resource Limitations: Larger CSOs may have their own resource constraints, making it challenging to allocate time, staff, and funds to support smaller organizations adequately.

2. Competition for Funding: In some cases, larger and smaller CSOs may compete for the same funding sources, which can create tension and reluctance to collaborate.

3. Organisational Culture: Differences in organizational cultures, priorities, or values may hinder effective collaboration.

5.1 What is your experience with and reflections on place-based funding approaches?

1. Active involvement of local residents and community stakeholders in the planning, decision-making, and implementation of programs and initiatives.
 2. focus on addressing a broad range of interconnected issues within a specific geographic area, such as education, healthcare, economic development, and social services.
 3. Tailoring interventions to the unique needs and characteristics of the community, as solutions that work in one place may not be suitable for another.
 4. Collaboration among government agencies, nonprofits, businesses, and philanthropic organizations to pool resources and expertise.
 5. Using data and evidence to inform funding decisions and track progress toward community goals.
 6. A recognition that place-based change often requires sustained commitment over the long term to achieve meaningful impact.
- Using money to help specific areas has its advantages, but it's not easy. Problems include getting people in the community involved, making sure resources are distributed fairly, and being open and accountable. To make it work, trust between everyone involved is crucial, and they need to agree on what they want for the community's future.

5.2 What innovative approaches could be implemented to ensure the grant funding reaches trusted community organisations with strong local links?

1. Implementing smart contracts that automatically release funds when predefined conditions are met, reducing the need for intermediaries.
2. Establishing local advisory panels with community members to help decide how funds are allocated, ensuring local input and trust.
3. Developing mobile apps for grant applications, review, and reporting to streamline the process and engage local organizations more effectively.
4. Using advanced data analytics and AI to track the impact of funding, allowing donors to see the real-world outcomes of their contributions.
5. Allowing the community to suggest and vote on projects, harnessing the wisdom of the crowd to prioritize funding.
7. Creating a decentralized network for fund distribution, where community organizations can directly connect with donors and other organizations.
7. Implementing reputation and review systems for organizations to build trust and accountability within the community.

5.3 Which areas do you consider have duplicative funding or gaps you think need to be addressed, and what is the evidence?

1. Duplicative funding can occur when multiple government agencies or nonprofit organizations provide similar services in the same geographical area. Evidence can be found through audits, program evaluations, or studies that reveal overlapping services. Gaps can be identified by assessing unmet needs, often through community surveys or data analysis.
2. Duplicative funding might occur in educational programs and resources, such as tutoring or after-school programs. Evidence can come from budget analysis and program evaluations. Gaps can be identified through standardized test scores, graduation rates, and student performance data.
3. In this area, duplicative funding can result from multiple organizations working on similar conservation projects. Evidence includes project documentation and assessment reports. Gaps can be identified through ecosystem health assessments and species population data.
4. Duplicative funding can be identified through budget analysis and project tracking, where multiple government entities invest in the same infrastructure project. Gaps may be evident when transportation infrastructure is inadequate for the population's needs, leading to traffic congestion or safety concerns.
5. Duplicative funding can occur when different agencies support the same shelter or housing programs. Evidence includes financial audits and program evaluations. Gaps can be found through homeless counts and assessments of the availability of affordable housing.

5.4 Where there is a community-led change initiative, could shared accountability to community and funders (government) strengthen service delivery?

1. Shared accountability encourages transparency in decision-making and resource allocation, promoting a clear understanding of how funds are used and decisions are made.
2. Involving the community in accountability mechanisms empowers them to take an active role in shaping the services they receive, leading to better alignment with actual needs.
3. It fosters trust between the community and funders, as both parties are mutually responsible for achieving goals, which can improve collaboration and reduce conflicts.
4. Regular feedback and input from the community can lead to continuous quality improvement, ensuring that services are more effective and responsive to changing needs.
5. Shared accountability tends to shift the focus from mere compliance with regulations to achieving meaningful outcomes, which is often more in line with the community's goals.
6. The feedback loop in shared accountability allows for more flexibility and adaptability in service delivery, as services can evolve based on real-time information and community input.
7. With the community's active involvement, initiatives are more likely to be sustained over the long term, as they are rooted in the local context and have local buy-in.
8. By involving the community in monitoring and evaluation, resources can be better allocated, reducing wastage and ensuring they address actual community needs.

6.1 If any, what are the problems or challenges you think have been overlooked?

1. Students' mental health is increasingly recognized as crucial, but it is still an area where many challenges are overlooked. Schools should provide better support for students' emotional well-being.
2. The digital divide remains a significant issue, with many students lacking access to the necessary technology and internet connectivity for online learning.
3. The needs of students with disabilities are often underserved. Tailoring education to their specific requirements is an ongoing challenge.
4. Teachers need ongoing training to adapt to new teaching methods and technologies, but this is often overlooked or underfunded.
5. Acknowledging and addressing cultural diversity in education is crucial. This includes the need for more culturally relevant curricula and understanding of various cultural backgrounds.
6. The importance of early childhood education is well-known, yet it is sometimes not given enough focus, leading to gaps in a child's foundational learning.
7. A heavy reliance on standardized testing can be detrimental. Exploring alternative assessment methods that capture a student's true abilities and potential is often overlooked.
8. The active involvement of parents and caregivers in a child's education is essential but can be challenging to promote in some communities.
9. Preparing students for the workforce of the future, which includes digital literacy and skills like problem-solving and critical thinking, is often overlooked.
10. Encouraging a global perspective and understanding of international issues is becoming increasingly important in today's interconnected world but is not always adequately emphasized.

6.2 What other solutions or changes could also be considered?

- Tailoring education to individual student needs through adaptive technology and flexible learning paths.
2. Increasing the engagement of local communities, parents, and caregivers in the education process.
 3. Emphasising hands-on, project-based learning to promote critical thinking and problem-solving skills.
 4. Providing ongoing professional development and mentorship for teachers to keep their skills up to date.
 5. Smartly integrating technology into the classroom to enhance learning experiences and access to educational resources.
 6. Expanding science, technology, engineering, and mathematics (STEM) education to prepare students for STEM careers.
 7. Offering opportunities for students to participate in international exchange programs to gain a global perspective.
 8. Promoting multilingualism and cultural diversity in schools to prepare students for a globalized world.
 9. Programs: Implementing programs that identify and support students who are falling behind at an early stage.
 10. Adjusting school schedules to better accommodate students' needs, such as later start times for high school students.
 11. Exploring alternative methods of assessment, such as portfolios, presentations, and real-world problem-solving.
 12. Establishing mentorship programs to connect students with professionals in their fields of interest.
 13. Strengthening civic education to ensure students understand their rights, responsibilities, and how government works.
 14. Prioritising diversity, equity, and inclusion in all aspects of education to reduce disparities in access and outcomes.
 15. Integrating SEL programs to help students develop essential life skills

6.3 What does success look like?

1. Feeling content, happy, and fulfilled in your personal life.
2. Meeting or exceeding specific goals or objectives you've set for yourself.
3. Having the financial means to comfortably support yourself and your family.
4. Advancing in your career, gaining recognition, or achieving professional goals.
5. Maintaining healthy and meaningful relationships with friends, family, and loved ones.
6. Making a positive impact on your community, society, or the world.
7. Enjoying good health and mental well-being.
8. Striking a balance between work and personal life that suits your needs.
9. Continuously learning and growing as
10. Feeling a sense of happiness, contentment, and peace with your life.