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Since its establishment in 2009 the Healing Foundation has been committed to building the evidence base for Aboriginal and Torres Strait Islander healing. In partnership with communities across Australia we have focused our resources on building culturally strong, locally designed and delivered, community healing programs. These programs address the legacy of trauma and pain stemming from colonisation and the forced removal of children.

Our team has drawn extensively on the best knowledge and current thinking in social policy, program design, implementation, and evaluation methodologies to support and manage over 130 healing initiatives and projects nationally.

In addition to commissioning significant evaluations of our funded projects we have published a literature review of the national and international evidence for healing.

The Healing Foundation is building a solid knowledge base about what the key elements are for healing programs to be effective and to lead to real and lasting change for our men, women, children, and Stolen Generations members.

I see the development of a Theory of Change as the next step in building the evidence base for Aboriginal and Torres Strait Islander healing. Identifying what preconditions need to be in place to create the optimal environment for healing, for our people to undertake their healing journeys, is critical to guiding the organisation’s efforts into the future. It will assist us to make informed decisions about when, where and how to invest our resources. It will also strengthen our evaluation approaches, ensuring that we are building a convincing narrative and evidence base.

I look forward to your submission to assist us develop and document the Theory of Change for Aboriginal and Torres Strait Islander healing.

Richard Weston
Chief Executive Officer
2. About the Aboriginal and Torres Strait Islander Healing Foundation

Following the national Apology to the Stolen Generations in 2008, and as part of the Council of Australian Governments’ Closing the Gap strategy, $26.6 million was provided in the 2009-10 budget to establish an Aboriginal and Torres Strait Islander healing foundation to address the harmful legacy of colonisation, in particular the history of child removal that continues to impact on today’s generation.

From May to August 2009 a national consultation with Aboriginal and Torres Strait Islander people was conducted to develop a model for the role and structure of a healing foundation. On 30 October 2009 the Aboriginal and Torres Strait Islander Healing Foundation was established.

The Healing Foundation is a national Aboriginal and Torres Strait Islander organisation with a focus on community led healing solutions. Building culturally strong, community designed and delivered pathways to healing, the Healing Foundation:

- funds and supports healing programs targeted at individuals, families and communities
- builds the evidence and knowledge base for best practice in Indigenous healing
- builds leadership and the capacity of communities and workers to respond to trauma through education and training.
The Healing Foundation believes that a Theory of Change (TOC) defines the necessary building blocks required to bring about long term goals in healing for Aboriginal and Torres Strait Islander people. A comprehensive TOC articulates the assumptions about the process through which change will occur, what interventions are needed to bring about the pre-conditions for change identified in the change map, and how stakeholders will measure progress along the way.

A TOC is a specific and measurable description of a social change initiative that forms the basis for strategic planning, decision-making, and evaluation. It provides an opportunity for stakeholders to assess what they can influence, what impact they can have, and whether it is realistic to expect to reach their goal with the time and resources they have available.

The Healing Foundation is commissioning this TOC development consultancy to consolidate our emerging evidence, and build a clear narrative about how healing creates positive social change for Aboriginal and Torres Strait Islander people and communities. It will assist in directing our future research and evaluation efforts.

The Healing Foundation has undertaken over seven external evaluations of our funded work and produced numerous internal evaluation and analysis reports. It is anticipated that the TOC will draw on this work undertaking an analysis and synthesis of this material.

This tender guide provides further details on the specifications for the consultancy including the:

- purpose, proposed strategy and target audience/s of the product
- proposed content and structure of the product
- governance arrangements for the preparation of the product
- proposed process for consultation throughout the consultancy
- consultancy budget and timeline.

Purpose:
The purpose of developing a TOC for healing is to enable the Healing Foundation to:

- articulate how healing can lead to positive social change for Aboriginal and Torres Strait Islander people and communities
- identify the key elements required to create the optimal environment for healing at the national, regional, community, and individual levels
- strategically target investment of resources at those elements deemed most critical to creating the environment for healing
- further strengthen and build the evidence base for healing.
Proposed Strategy:

The proposed strategy to achieve this will include:

- a review of Healing Foundation material including internal papers, literature review, published data analysis reports, published resources, and external evaluation reports
- a review of relevant national and international evidence about Indigenous healing
- contact with, and/or a workshop with key Healing Foundation staff and Board members to develop and refine the TOC.

Target Audience:

The TOC development consultancy has been commissioned by the Aboriginal and Torres Strait Islander Healing Foundation, and will be used internally by staff and Board members to guide our future work. The final product may also be used to engage with external stakeholders including government, leaders in the field of healing, and/or Aboriginal and Torres Strait Islander communities.

5. Proposed Content and Structure

The exact content and structure of the product will be open to negotiation with the successful tenderer. However, the final product is likely to include:

- Clear documented summary of the evidence to date
- A clear documented TOC including goals, resources, measures and evaluation methodologies that could be incorporated within the Healing Foundations grant processes
- Appropriate graphs and visual representations
- Articulated assumptions about the process through which change occurs
- A narrative that can be used to summarise the various components of the TOC.

6. Governance and Consultative Processes

Governance:
The successful consultant will report to the Programs Director and be supported by the Healing Foundation Programs Team. The final product will be presented to the Chief Executive Officer and the Board for their consideration.

Consultation:
Communication and consultative processes with the Healing Foundation will be negotiated with the successful consultant at the beginning of the TOC development.
Should stakeholder advice or input external to the Healing Foundation be deemed necessary to the success of the TOC, the Healing Foundation will negotiate the most effective and efficient processes for this to occur with the successful consultant.

7. Project Deliverables

1. Progress report three months after commencing the contract
2. Draft report one month before the end of the contract
3. Final report upon completion of the contract (the structure of the final report will be determined in consultation with the Healing Foundation)

8. The Tender Process

Interested tenderers are required to submit a proposal by **Tuesday 3 March 2015**.

The proposal should outline the following:

1. Your proposed approach to meet the specifications identified in this document
2. Your experience of working with Aboriginal and Torres Strait Islander people and communities
3. Your knowledge and understanding of Indigenous healing
4. The team of experts involved in the TOC development consultancy
5. Evidence of your capacity to produce a product of the nature specified and in the timeframes required
6. Methodology for the TOC development consultancy
7. A well-developed budget
8. Two external referees

Additional information:

- The Healing Foundation will not contribute to the development of the tender proposals financially or intellectually
- The successful tenderer will be required to sign a consultancy agreement with the Healing Foundation and negotiate a project plan before commencement of activities
At the conclusion of the project all reports, materials, and resources developed will become the property of the Healing Foundation.

The project is expected to commence in April 2015 and must be completed by the end of September 2015.

The Healing Foundation will release funds as per the following schedule:
   • 25% upon commencement of the contract
   • 25% upon acceptance and approval of the progress report
   • 25% upon acceptance and approval of the draft report
   • 25% upon acceptance and approval of the final report.

**Assessment Criteria**

A selection panel will be convened and the successful tenderer will be decided based on the following criteria:

- Quality of the proposal including the appropriateness of the approach and demonstration of understanding of the key tasks
- Skills and expertise of the proposed team
- Demonstrated ability to work with Aboriginal and Torres Strait Islander people and communities and incorporate cultural knowledge systems
- Demonstrated ability to produce quality reports on time and within budget
- Value for money.

These criteria are not in any particular order and may not be given equal weighting.

**9. Queries and Submissions**

All queries should be directed to Lisa Hillan, Programs Director on 02 6124 4400 or lisa@healingfoundation.org.au

**Closing date for tender submissions is Tuesday 3 March 2015**

Tender submissions should be submitted to the Healing Foundation via:

Email: funding@healingfoundation.org.au

Post: Aboriginal and Torres Strait Islander Healing Foundation
    PO Box 4363
    KINGSTON ACT 2604

Tenderers will be notified of the outcome of the selection process in March 2015
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<th><strong>Term</strong></th>
<th><strong>Definition</strong></th>
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<td>Cultural knowledge</td>
<td>An accumulation of knowledge that has been handed down from generation to generation which could be held by particular individuals or family groups. It includes knowledge about spiritual relationships; relationships with the environment and the use of natural resources; and relationships between people, which are reflected in language, stories, social organisation, values, beliefs, and cultural laws and customs.</td>
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<td>Healing</td>
<td>Healing refers to recovery from the psychological and physical impacts of trauma. For Aboriginal and Torres Strait Islander people this trauma is predominantly the result of colonisation and past government policies. Healing is not an outcome or a cure but a process; a process that is unique to each individual. It enables individuals, families and communities to gain control over the direction of their lives and reach their full potential. Healing continues throughout a person’s lifetime and across generations. It can take many forms and is underpinned by a strong cultural and spiritual base.</td>
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<td>Identity</td>
<td>Identity is the distinctive characteristic which belongs to an individual, or is shared by members of a group. It can be a sense of who you are and the community or communities you are a part of. For many Stolen Generations members, their sense of identity is incomplete.</td>
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<td>Intergenerational trauma</td>
<td>Intergenerational trauma is a form of historical trauma transmitted across generations. Survivors of the initial experience who have not healed may pass on their trauma to further generations. In Australia intergenerational trauma particularly affects the children, grandchildren and future generations of the Stolen Generations.</td>
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<td>Kinship</td>
<td>Kinship refers to the patterns of social relationships, the way people are organised into groups and how they are related to one another. It defines how people behave within a community and how they understand their roles and responsibilities.</td>
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<td>Lateral violence</td>
<td>Lateral violence refers to damaging behaviours that come from within Aboriginal and Torres Strait Islander communities such as backstabbing, bullying or even physical violence. It is often called internalised colonialism because it is behaviour that arises out of being an oppressed group of people. When people feel oppressed and live with fear or anger, they can end up turning on each other, even on those closest to them.</td>
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<td>Resilience</td>
<td>Resilience is an individual or collective inner strength, developed over time, as a result or reaction to stress or trauma. Resilience is about experiencing and identifying adversity and learning how to cope. Coping may include developing supportive relationships, strengthening links to culture and community, or engaging with support programs or services.</td>
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| Self determination               | Independence – the freedom of a group of people to determine their own future. This may include defining their political status.
and governing themselves without influence from outside groups. For Aboriginal and Torres Strait Islander people it means taking control over their own affairs.

### Social and emotional wellbeing

This refers to our feeling of being healthy on a physical, spiritual, emotional and social level. It is a state where individuals and communities are strong, proud, happy and healthy. It includes being able to adapt to daily challenges while leading a fulfilling life. For Aboriginal and Torres Strait Islander people land, family and spirituality can also be considered central to wellbeing.

### Spiritual health

Spiritual health is a focus on the strong spirits of Aboriginal and Torres Strait Islander people and is an important part of culture. It emphasises people’s relationships with each other, with land and place; and the connection between past, present and future. Over time, spiritual health has been weakened as a result of colonisation, assimilation and Stolen Generations policies.

### Stolen Generations

The Stolen Generations are Aboriginal and Torres Strait Islander children who were forcibly removed from their families as a result of past Australian government policies, from the late 1800s to the 1970s. The removed children were sent to institutions or fostered or adopted to non-Indigenous families. Ultimately, the intention of child removal was to break parental links and sever cultural attachments to kin and country.

### Trauma

Trauma is an emotional response to a deeply distressing or disturbing event or series of events; it can occur at a personal level and at a collective level. Trauma affects a person’s physical or emotional safety. It is often accompanied by feelings of intense fear, helplessness and horror, and can affect a person for many decades and in many different ways. If people have not had the opportunity to heal, then they may act out their pain in negative ways including physical or emotional violence, abuse or addiction.

### Trauma-informed practice

Trauma-informed practice is a strengths-based approach to healing that: is based on an understanding of, and responsiveness to, the impact of trauma; emphasises physical, psychological, and emotional safety for people seeking help and for the helpers; and creates opportunities for people affected by trauma to rebuild a sense of control and empowerment. It recognises the prevalence of trauma and is sensitive to and informed by the impacts of trauma on the wellbeing of individuals and communities.