

VICTORIAN 2009 BUSHFIRES INTER-CHURCH COMMUNITY RECOVERY SUPPORT PROGRAM:PROJECT DESIGN DOCUMENT (PDD)

	Page
Executive Summary	2
1. Project/Program Background Situation and Context	
1.1. Overall Situation, and Intended Outcome of the Proposed Intervention	3
1.2. Understanding the Background Context	5
2. Project/Program Design	
2.1. Overall Project/Program Objectives ¹	7
2.2. Summary of the Needs Analysis Process Undertaken	7
2.3. Stakeholder Identification & Analysis	8
2.4. Overall Project/Program Description and Justification	8
2.5. Risk Management	10
2.6. Principles, Standards, Codes of Conduct; and Cross-cutting Issues	10
2.7. Effectiveness, Impact, Sustainability, & other Project Management Criteria.	11
2.8. LogFrame (LF) Matrix	12
3. Project/Program Management	
3.1. Summary and Role of Key Stakeholders. Coordination Framework	14
3.2. Personnel Selection/Recruitment, Training & Capacity Building	15
3.3. Monitoring and Evaluation (M&E)	16
3.4. Work Schedule/Time Framework/Gantt Chart	17
4. Project/Program Budgeting and Funding	
4.1. Key Financial Background Information	18
4.2. Project Detailed Budget	19
Appendices	
A. Summary of Key Background Research relating to Psychosocial Support and Community Health & Well-being Recovery	20
B. Risk Management Sheet for Working Weekends	23

¹ The term 'objectives' here means a combination of Goal, Purpose, and Outputs. The term 'Outcomes' is a combination of Purpose and Goal.

VICTORIAN 2009 BUSHFIRES INTER-CHURCH COMMUNITY RECOVERY SUPPORT PROGRAM, PROJECT DESIGN DOCUMENT (PDD)²

Executive Summary

Following the February 2009 'Black Saturday' Bushfires, Barrabool Hills Baptist Church (Barro) decided to work with the Healesville St John's Anglican Church (StJAC) to provide some appropriate recovery initiatives for some of the affected bushfire families and couples affected by this disaster. They primarily drew on the needs for this from the Healesville General Practitioner's (GP) Network, key members of which were in contact with affected families.

It was agreed between the Barro and StJAC, that the two churches focus in on two discrete but complementary initiatives. These were the organisation and management of three working weekends for affected clientele between June and August 2009; and the hosting of some of these families for a week's holiday ('a Break from the Bush'), during the latter part of the year. Together these initiatives covered some of the key issues required in the Recovery Stage of the Disaster Risk Management Cycle (DRMC)³ following a major disaster. These are the clearing of debris and the refurbishment of some temporary accommodation; which together contribute towards improvements in psychosocial support and community health and well-being recovery.

Both these initiatives would complement some of the multitude of major programs being introduced by the Victorian government at various levels. Summarised below are key aspects of this proposed project, presented in tabulated format.

Project Name	Barro Inter-Church Community Recovery Support Program
Project Number	N/A
Project Location	Individual families or couples across Yarra Glen, Steels creek, Dixons Creek, Toolangi, Chum Creek, Healesville, Narbethong, Marysville, Buxton (<i>see map on page 9</i>)
Intended Project Outcomes	Provision of appropriate practical support for bushfire-affected families, which in turn contributes to their recovery process, particularly in the area of psycho-social support and community health and well-being
Estimated Duration	May – Dec 2009, with possible extension into 2010 and 2011
Estimated Budget	A total of approximately AUD 62,000, although this includes a number of 'in-kind' contributions.
Anticipated Funding Sources	Clients and volunteers; Barro and StJAC; Anglican/Baptist Donors; Yarra Shire; rental property owners.
Project Manager	Mr John Pelchen, Barro Community Care Coordinator

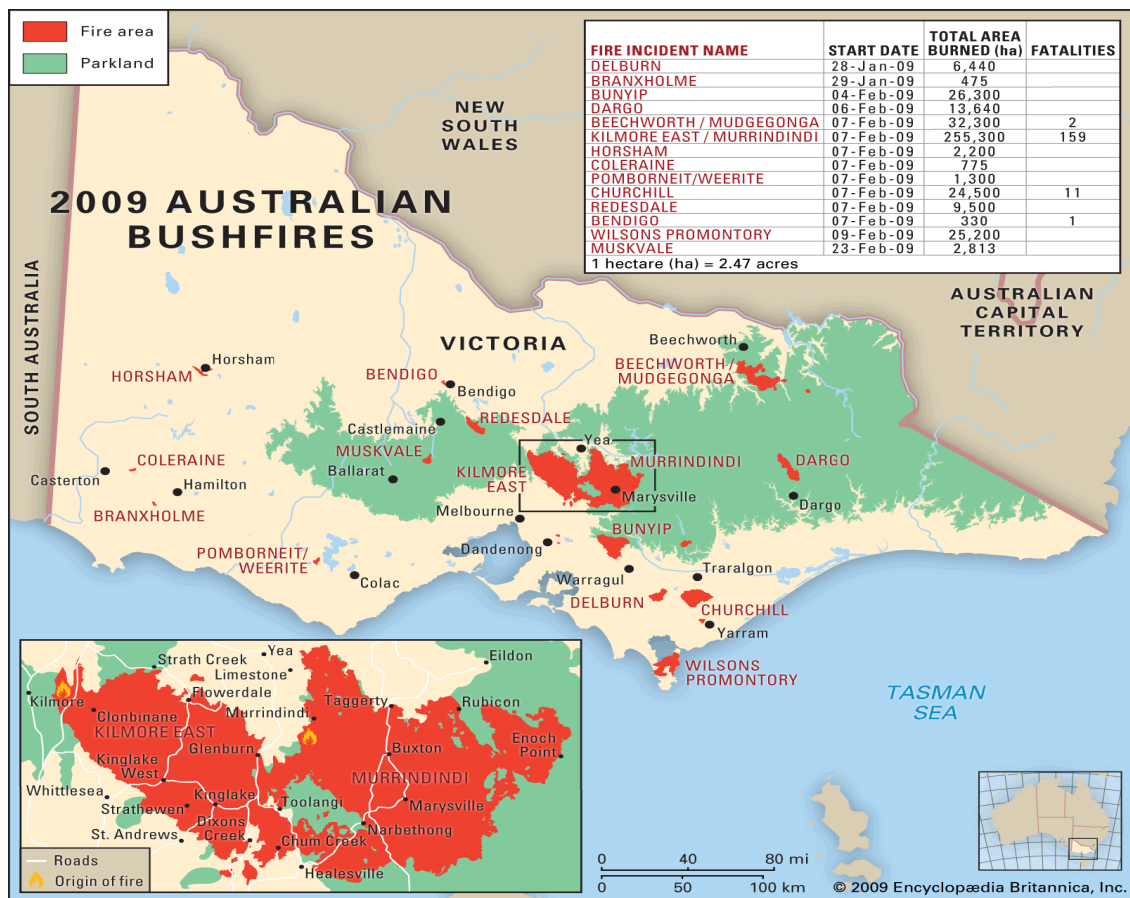
² See the link at <http://www.torgaid.com/images/stories/idealpddexpanded.pdf> for a detailed explanation of the PDD format headings used here

³ See p.5 of this PDD for a copy of this.

1. Project Background Situation and Context

1.1. Overall Situation, and Intended Outcome of the Proposed Intervention

Australia's worst natural disaster struck on the 7th February 2009 (Black Saturday), when a number of areas to the north and north east of Melbourne (see map) were affected by massive bushfires. Altogether a total of 2,200 houses (and 3,500 buildings in all), were destroyed; around 7,500 people made homeless; 173 people lost their lives; a further 500 or so were injured; and around 20,000 people might have been affected. The total damage bill was eventually estimated at being around AUD 4.4 billion.



State and Federal resources were committed to deal with the emergency response and early recovery stages of the disaster (see enclosed Disaster Risk Management Cycle = DRMC diagram on p.5). Overall responsibility for recovery was delegated to the specially appointed Victorian Bushfire Reconstruction & Recovery Authority (VBRRA), which would work closely with the Department of Human Services (DHS)⁴; the affected local government shires; and other involved stakeholders.

Approximately A\$ 380 million was raised from the general public in response to a national appeal managed by the Australian Red Cross (ARC), and this funding source would be handled primarily by the VBRRA. The Victorian State Government had also

⁴ The DHS is the government department which normally has responsibility for coordinating post-disaster recovery initiatives

committed a further sum of around AUD 1 billion to initially cover emergency response and likely recovery costs.

Due to the high loss of life and destruction, a Victorian Bushfires Royal Commission (VBRC) was established in mid-February 2009 to investigate the causes and circumstances of the event. Initial findings were to be released in mid August 2009, with a final report to be completed by the end of July 2010.

Appendix A is a Selected Bibliography of material related to disasters, and particularly bushfires, in Australia⁵. Appendix B includes some of the key findings coming out of research relating to the crucial area of psycho-social support, and community health and well-being, following a major disaster.



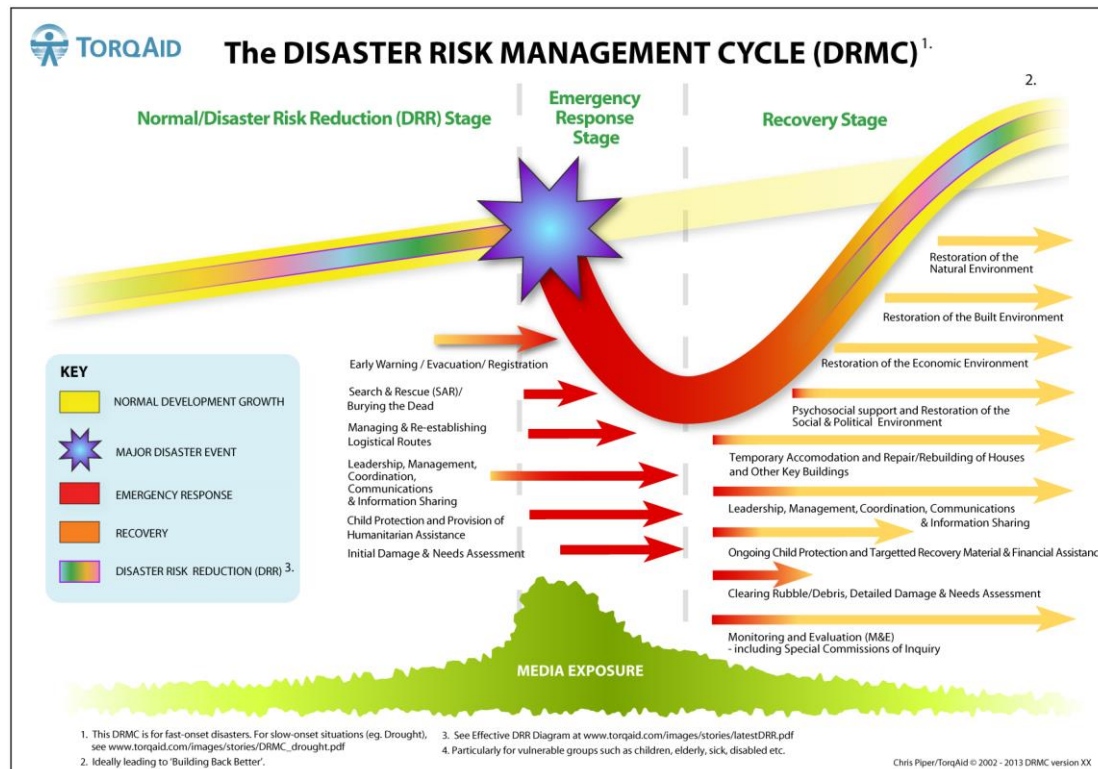
The Barro leadership recognised that, following the Black Saturday bushfires, there would be 2-3 months when all the main stakeholders involved in the bushfire-affected areas, would be primarily focussed in on Emergency Response and Early Recovery initiatives (see DRMC diagram). However there was the potential for the church to explore some other Recovery Stage initiatives at a future date, particularly those relating to practical work such as the clearing away of burnt trees and vegetation, as well as some small-scale, repair or refurbishment of damaged buildings.

In April 2009, Barro began to explore a relationship with a potential partner agency in the affected area, and duly established contact with the Healesville St Johns Anglican Church (StJAC). StJAC, in turn, had an extremely important and strategic link with affected communities, this being through the General Practitioners Network (GPN) in Healesville⁶. By April/May 2009, the GPN medical staff were beginning to treat increasing numbers of rural based community members who had been badly affected by the bushfires. Their concerns were not so much physical incapacities or injuries (although there were some of these), but instead an increasing trend of stress-related psycho-social issues, which were being manifested in multiple ways. Whilst Barro's initial suggestion was the hosting of a number of selected bushfire-affected families down along the Surf Coast to have a 'Break from the Bush', subsequent discussions with StJAC and Healesville GPN personnel, suggested there were more immediate needs. These related to a range of practical, mainly outdoor, clear-up, work for affected families. It was strongly argued by the

⁵ This now also includes updated material produced after 2009

⁶ One of the StJAC members was a female General Practitioner (GP) working with the Healesville GPN

GPN staff, that this would greatly assist a number of their clientele to get back on the path to improved psychosocial support, and community health and well-being recovery. The idea of the hosting of families was separately provisionally approved of, but with the caveat that this should be organised later in the year.



Funding would of course be required for these proposed initiatives. The two churches (Barro/StJAH) agreed to underwrite the main costs for the initial working weekends. It was understood that volunteers would give of their time freely, although they would be covered for some (eg petrol) costs. It was also noted from an early stage, that one of the Local Government Authorities involved (LGA)⁷ would likely contribute some overnight accommodation for the volunteers, as well as providing food visa card vouchers. Extra funds would also, later, most probably, be forthcoming through ongoing Anglican and Baptist bushfire-related appeals. The clients/beneficiaries themselves were expected to pay for their own building construction costs (as required); and an early indication was that holiday rental house owners would also subsidise the costs of their apartments.

1.2. Understanding the Background Context

The purpose of this section is to give an overview of the various environments which comprise the background context. These comprise the social and political environment; the economic environment; the built environment; and the natural environment⁸. The purpose of better understanding the background context is to analyse the key environments on the ground which potentially create risk, through

⁷ This being the Shire of Yarra Ranges

⁸ Definitions of these four environments are given in the Selected Terminology at Appendix D

bushfires, to lives and property; and later use these as frameworks to ‘build back better’ in the recovery stage, so that ultimately safer communities are created⁹.

As indicated in the earlier map, the affected area of these bushfires extended across the rural-urban interface lying to the north and north-east of Melbourne. The people who lived here were a mixture of individuals who were employed locally, together with a large number who commuted to the city (Melbourne) work on a daily or weekly basis. Certain communities and townships relied heavily on the relative proximity of Melbourne and the visitors from this urban centre; such as the wine-growing areas along the Yarra Valley, and the tourist and day-trip centres of Healesville and Marysville. Much of the hilly landscape to the north of Melbourne is covered with densely covered, heavily forested areas, and there is therefore the potential of loss of human life or injury, when a major bushfire impacts individuals or communities living in these localities.

It has been argued in countless scientific documents¹⁰ that increasing temperatures due to climate change, can create conditions for worsening bushfire conditions throughout Victoria and Australia, particularly creating increased risks where people live out in the bush. In the final week of January 2009, there were a number of consecutive days where the temperature was in excess of 43 degrees centigrade. Indeed in the lead up to ‘Black Saturday’, the emergency services¹¹, the state government, and the media all gave consistent and ongoing warnings about potentially catastrophic conditions on the 7th Feb, where extremely high temperatures would combine with dry, strong and gusty winds.

The existing bushfire response to potential high risk days in Victoria has been a ‘Stay or Go’ Policy. Individuals, family units and communities are advised that the safest policy is to leave early. However if residents or home owners are confident of defending their properties, there is an alternative policy of ‘Prepare, Stay and Defend’. This however requires individuals who have the physical capacity, emotional strength, skills, and prepared equipment to tackle the challenge of defending their homes.

Throughout much of rural Victoria there has traditionally been a tension between environmentalists, who want to limit the damage imposed by mankind on the natural environment; and those with stronger emergency management concerns. The latter would argue that human risk can be meaningfully reduced by initiatives such as ‘back-burning’¹² in the cooler seasons, combined with practical measures such as the cutting back of vegetation and trees along main transport

⁹ Again, see the Recovery Stage of the DRMC diagram (p.5), to visually understand this process of ‘building back better’

¹⁰ The most influential of which are the Intergovernmental Panel on Climate Change (IPCC) reports – see www.ipcc.ch

¹¹ Particularly the Police, the Country Fire Authority (CFA), and the Department of Sustainability and Environment (DSE), where the latter has responsibility for bushfire prevention and response in the state’s forests

¹² Where the logic here is the burning off of dry ground level material in off-season leads to less fuel capacity which a bushfire can gorge itself on, once it starts

routes¹³. During a major bushfire there is much loss of flora and fauna, although, over time, much of the flora is able to regenerate and successfully return.

Major bushfires also can potentially threaten major water resources for the urban centres, examples of these in Victoria these being the Thomson Dam and the Upper Yarra Reservoir, both lying to the north east and east of Melbourne. Fortunately in the 2009 fires, none of these resources was impacted severely, although a number were threatened.

One of the most important factors relating to bushfire risks on the natural and built environment is determined by the planning processes, both in place legally, and enforced in practice, by a combination of State and local government authorities. The safety of the actual houses in which people live, are likewise determined by a number of building codes and standards.

2. Project Planning and Design

2.1. Overall Project Objectives

The overall proposed *Outcome*¹⁴ of the project's two major initiatives can be summarised in the statement below.

'Provision of appropriate practical support for some bushfire-affected families, which in turn contributes to improvements in their post-disaster recovery process, particularly in the area of psychosocial support, and community health and well-being'

These objectives, together with proposed Key Performance Indicators (KPIs) and Data Sources are summarised in the LogFrame (LF) Matrix at section 2.8.

2.2. Summary of the Needs Analysis Process Undertaken

As indicated in section 1.1., the Needs Analysis process was predicated on the close working relationship between Barrabool Hills Baptist Church (Barro) and the St John's Anglican Church (StJAC) in Healesville. One of the latter's member was a female General Practitioner (GP), who was linked into the Healesville General Practitioner's Network (GPN). It was these GPN staff which were able to identify medical patients who were visiting the clinic with a range of psycho-social issues. It was duly recommended by these health professionals, that a number of these issues could be partially mitigated by the provision of a range of practical, mainly outdoor, recovery initiatives.

From an early outset, it appeared that the majority of clients being referred through to Barro, were not so much members of the main township settlements which had been devastated by the fires (ie Marysville, Kinglake, Strathewan), but were instead

¹³ Again where the logic is that the main transport routes are open and clear for as long as possible during a major bushfire, with less chance of roads being blocked by falling, burning trees

¹⁴ Outcome here is defined as a combination of Purpose and Goal. See Appendix D for definitions of these

mainly community members living in more isolated, and sometimes, solitary locations. These include properties in the vicinity of Dixon's Creek, Steel's Creek, Toolangi, Chum Creek, Narbethong, and Buxton¹⁵. It was understood from the outset that the vulnerable groups of people concerned would most likely include a number of middle aged or elderly people; single-parent families; as well as a smaller number of individuals with young families.

2.3. Stakeholder Identification & Analysis

The main key stakeholder groups which were identified are summarised below.

- The beneficiaries or clients as identified by the Healesville General Practitioner's Network (GPN).
- St John's Anglican Church (StJAC), particularly their Minister, and their Field Coordinator (StJ-FC)
- Barrabool Baptist Church (Barro), particularly their Community Care Coordinator (CCC), and their Field Coordinator (Barro-FC)
- The Volunteers involved in the three working weekends
- The Healesville General Practitioner's Network (GPN)
- Anglican and Baptist Church funding bodies, which, between them, funded some of the costs associated with this program
- The Yarra Ranges Council Recovery Officer
- The Torquay House Agent, who subsequently identified a number of properties to rent at reduced prices for the 'Break from the Bush' initiative
- Various other recovery stakeholders with whom the StJ-FC liaised with on a regular basis, these including some of the allocated Department of Human Services (DHS) Case Workers.

Whilst a fairly comprehensive stakeholder identification process was carried out, no formal stakeholder analysis¹⁶ was formerly attempted. However ongoing reviews relating to the various stakeholders involved, and the overall relationships between them, were covered in regular discussions between the St John's and Barro Field Coordinators. .

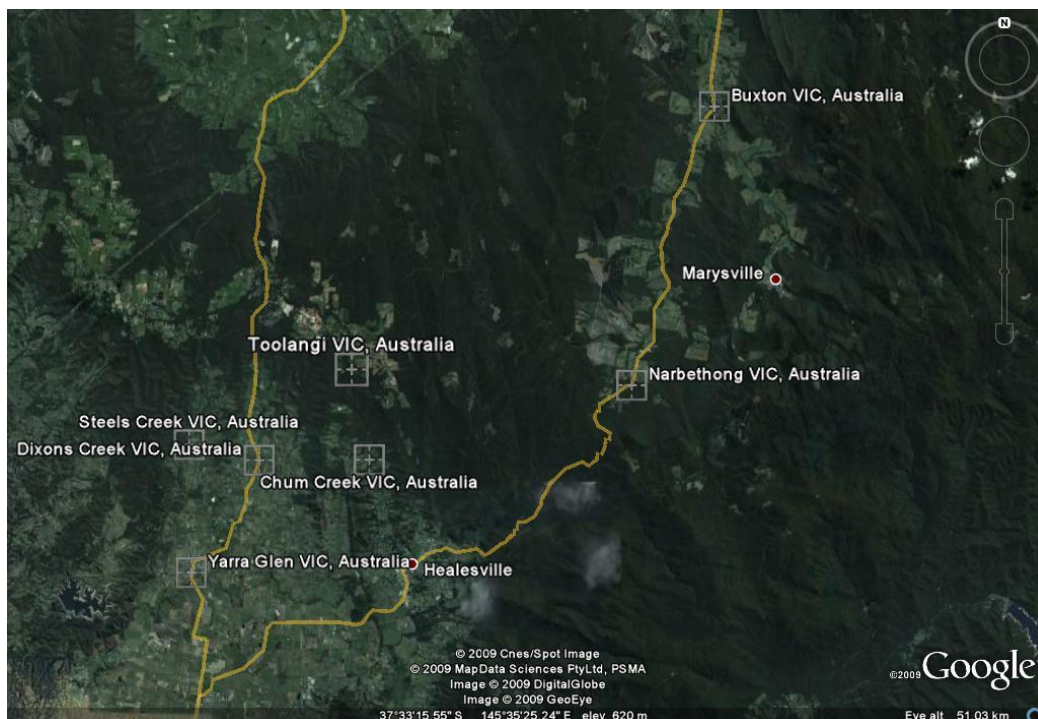
2.4. Overall Project/Program Description and Justification

Detailed discussions between Barro and StJAC leadership resulted in an agreement to plan out and implement two complementary initiatives in the months ahead. The first of these related a range of practical work tasks being carried out for between 12-15 affected families over the period June-August 2009. This would include the cutting up of fallen logs; the clearing of damaged or burnt-out fences; and the clearing of debris. At one property, a commitment was given to include the refurbishment of temporary accommodation for a couple who were living (having lost their home in the fires) in a school porta-cabin on their property.

¹⁵ See map on p.9

¹⁶ A Stakeholder Analysis is one of the processes carried out in a formal Logical Framework Approach (LFA), where issues such as capacity, motivation, relationships between stakeholder groups, are analysed in more detail

Detailed planning was then carried out to plan recovery initiatives to help these targeted affected couples and families in the first phase of this program. As already mentioned, these people lived in and around Yarra Glen, Steels Creek, Dixons Creek, Toolangi, Chum Creek, Healesville, Narbethong, Marysville and Buxton (see map below). Barro began to identify volunteers who could work on the three planned weekends, with some of these people requiring technical skills to handle equipment such as chainsaws, wood-splitters and heavy-duty brush-cutters. A pair of tradesmen with building/carpentry skills were also identified to help refurbish the school porta-cabin.



It was recognised from the outset that whilst the practical work was urgently needed, what was at least equally important was the development of interaction and relationships between volunteers and clients. Both these initiatives combined, were likely to contribute positively towards improvements in psychosocial support and community health and well-being¹⁷.

If the working weekends were to prove to be a success, and funding was subsequently accessed, then planning would commence later on in the year¹⁸ to carry out the second component of the program. This related to the hosting of a number of families down at the coast¹⁹, for a week's holiday ('A Break from the Bush'). If this in turn worked well, and both funding possibilities and stakeholder commitment/ enthusiasm remained high, then possibly these recovery initiatives could be continued into 2010²⁰. This was also a recognition that the path to partial

¹⁷ Such as outlined in the Recovery Stage of the Disaster Risk Management Cycle (DRMC) diagram

¹⁸ This was initially planned for Sept 2009, but eventually took place in Nov 2009

¹⁹ Most likely to be In Torquay

²⁰ In practice, the success of this program allowed it to be continued up until mid 2011

or full recovery for some affected individuals was likely to be a long one, this possibly involving years, rather than weeks or months.

In order to expedite this program effectively, both churches appointed Field Coordinators (ie, Barro-FC and StJ-FC). These individuals were required to liaise closely with each other on the various activities required, with the StJ-FC having the principal role of directly linking in²¹ with the affected families.

2.5. Risk Management

In planning out the weekend work parties, it was recognised that there were a number of potential risks in both initiatives, but particularly the working weekends. This was because this was an outdoor environment, one which carried multiple potential risks of working in fire-ravaged landscape. Before each working weekend, volunteers were therefore required to attend a briefing session at Barro. This included them being taken through the ISO 31000:2009 risk management process²², the resultant Risk Matrix summary of which is included at Appendix C. The main potential risk issues covered included travel; weather conditions; the outdoor work itself; and relationship and health issues. This Risk Matrix was then 'signed off' both by the Barro Community Care Coordinator (CCC)²³, as well as the Barro Field Coordinator (Barro-FC) before departure. This Risk Matrix was then reviewed, and where necessary, updated, before the next working weekend.

2.6. Principles, Standards, Codes of Conduct; and Cross-cutting Issues

In the briefing sessions for volunteers, it was continually stressed that ideally the guiding principles for effective humanitarian work, outlined below in the link, be respected and adhered to. These relate to issues such as relationships and respect; the balance between dependency and resilience; some key attributes of a humanitarian practitioner; an understanding of the DRMC diagrammatic framework; the importance of 'shared responsibility'; an overview of some key aspects of psycho-social support; and a brief understanding of key humanitarian standards and codes of conduct.

<http://www.torquaid.com/images/stories/torquaidrmguidingprinciples.pdf>

In an Australian setting such as this, detailed knowledge of criteria such as found in the Sphere Project Handbook²⁴, was probably not required, although specific mention was made to the ten key principles contained in the Red Cross and NGO Code of Conduct²⁵. A key factor mentioned was impartiality. It was stressed that

²¹ Through contacts with GPN health professionals

²² ie Understanding the Background Context; Risk Assessment (Identification/Analysis/Evaluation); and Risk Treatment. Treatment combines a mixture of prevention, mitigation, preparedness, and transfer (ie insurance) initiatives

²³ This meant in practice that the working weekends were fully covered from an insurance perspective, by an extension of the existing Baptist Churches insurance policy, which covered Barro

²⁴ The full title for this is the Sphere Project Humanitarian Charter and Minimum Standards in Humanitarian Response

²⁵ See <http://torquaid.com/images/stories/redcrossredcrescentcode.pdf>

whilst this was an inter-church initiative, assistance and practical support would be given on the basis of need alone²⁶. Working through the Healesville GPN guaranteed that the clients assisted were those whose needs were greatest, regardless of any other criteria. It was also highlighted that whilst most of the volunteers were Christians²⁷, the work being carried out by them was an expression of their faith, and should have no other ulterior purpose²⁸.

Some cross-cutting issues such as youth; old age; child protection²⁹ were discussed by the St John's and Barro senior staff, with implications of these being built into the overall planning, implementation and risk management processes. However others cross-cutting issues such as disability inclusive development, gender equality, and environment management, were not discussed to the same degree.

2.7. Effectiveness, Impact, Sustainability, and other Project Management Criteria

The effectiveness is the degree to which the project purpose is being achieved, and impact relates more to the higher objective goal. Note the proposed project and goal for this project, as expressed in the matrix in the next section (2.8.). The impact also looks at the wider effects of the project (social, economic, technical, environmental) on individuals, gender, age-groups, communities and institutions. These two components can theoretically be measured by the various review and evaluation mechanisms which are being put in place³⁰.

Issues of sustainability should also be addressed, these including financial, management, technical and environmental support. The medium to long term sustainability of the likely relationships formed will very much be determined by the ongoing role of the St John's Anglican Church Field Coordinator (StJ_FC)³¹.

Other humanitarian project management criteria were also considered, these including efficiency, relevance/appropriateness, coverage/sufficiency, connectedness/capacity building, and coherence. A few comments relating to one of these criteria are relevant here. With regards coverage, it has already been mentioned that the people being assisted in this project were generally *not* those in the major population centres which were largely destroyed³², but rather, more isolated communities and individual households.

²⁶ rather than possibly just focussing on church-involved clients

²⁷ But not all, as some came from non-church backgrounds

²⁸ Such as evangelism, for example

²⁹ Examples of this being no volunteer children being allowed to go on these weekends, and potential health issues raised with elderly volunteers

³⁰ See section 3.3 of this PDD

³¹ In practice a number of these relationships were continued in the years ahead (eg up to mid 2014, at which time this latest document was amended)

³² ie Kinglake or Marysville

2.8. LogFrame (LF) Matrix & Key Activities

Summarised below is the LogFrame (LF) Matrix relating to the practical initiatives carried out in the bushfire affected areas and the later 'Break from the Bush'. The objectives covered here include intended Goal, Purpose and Outputs³³. The key Activities relating to these two main outputs are summarised in the Key Activities Chart at the end of this section.

Table 1: Logframe (LF) Matrix

Objectives	Performance Indicators	Data Sources	Assumptions
Goal: To contribute to the post-disaster recovery process, particularly in the area of psychosocial support, and community health and well-being recovery	Improvements in affected families health & well-being	Healesville GPN health records ³⁴ Potentially some form of simple, non-intrusive, external project evaluation	
Purpose: To provide, as a reflection of Barro's Mission Statement ³⁵ , appropriate practical support to a number of selected/ recommended affected bushfire families	Positive feedback from clients Positive feedback from volunteers	Letters/other communication from clients ³⁶ . This includes clients conversations as recorded in the DVD ³⁷ Personal/email/other communication	
Outputs: 1. Three working weekends over June-Aug 09 period. 2. Hosting of "Break from the Bush" holiday in Torquay for xx families during Nov 09 3. Possible 3 rd initiative in 2010/11	XX initiatives carried out for YY families involving ZZ volunteers. One week's holiday, with various activities, for ZZ families To be Advised (TBA)	Barro working party reports Photos Barro produced DVD Barro holiday report Photos TBA	Requires ongoing interest & funding

³³ The definitions of these are covered in the Selected Terminology at Appendix D

³⁴ These are of course confidential documents, and only accessible to involved health professionals

³⁵ 'To be a body of restoration – everyone, every day, everywhere'.

³⁶ This particularly communicated through the StJ-FC to the Barro-FC

³⁷ It was planned that Barro would produce a short DVD, detailing aspects of this recovery work, in Jul/Aug 2009

The key activities relating to the two main outputs are summarised below.

Table 2: Key Activities Chart

Working Weekends (Output # 1)	'Break from the bush' Holiday (Output # 2)
<ul style="list-style-type: none"> ▪ Ongoing relationship building between key stakeholders ▪ Financial planning & management ▪ Working party recce ▪ Recruitment of volunteers ▪ Briefing of volunteers ▪ Travel up to bushfire area ▪ Implementing tasks on the ground. Debriefing of volunteers each evening ▪ Travel home ▪ Working weekend report ▪ Debrief between StJ-FC, Barro-FC, Barro-CCC 	<ul style="list-style-type: none"> ▪ Ongoing relationship building between key stakeholders ▪ Finalising funding for initiative ▪ Planning of holiday week's initiatives ▪ Contact with rental owners (thru' Torquay house agent) ▪ Selection & briefing of holiday clientele ▪ Travel to Torquay for clientele ▪ Implementation of holiday program ▪ Travel back home by clientele ▪ Holiday week report ▪ Debrief between StJ-FC, Barro-FC and Barro CCC

3. Program Management and Implementation

3.1. Summary and Role of Key Stakeholders. Coordination Frameworks

Summarised below is a matrix highlighting the key stakeholders involved in the working weekend component of this project, together with their respective roles and responsibilities.

Table 3: Stakeholder Role & Responsibilities

Stakeholder	Key Role & Responsibilities
Bushfire-affected Clientele	Main recipients of the two program outputs. Ability to shape outputs by feedback, particularly through the StJ-FC & Barro-FC
St John's Church	Overall Management of Anglican Church initiatives, including Anglican funding. This includes management and support of the of the St John's Church Field Coordinator (StJ-FC)
St John's Church Field Coordinator (StJ-FC)	Liaison with Healesville General Practitioner's Network (GPN) . Ongoing liaison and relationships with Clientele. Regular liaison with Barro-FC. Joint planning of both initiatives with Barro-FC
Barrabool Hills Baptist Church (Barro), particularly Community Care Coordinator (CCC)	Overall management and liability of program. Funding, and overall financial management, of both initiatives, both from internal church and external Baptist sources. Liaison with other Geelong Churches & Torquay House Agent. Organises volunteers prior to working weekends. Handles risk management (ie insurance) issues covering work parties.
Barrabool Hills Field Coordinator (Barro-FC)	Overall planning, in close cooperation with StJ-FC, of both initiatives. Ongoing liaison with StJ-FC. Briefing of volunteers. Field management of volunteers during working weekends. Field management of the hosting holiday week
Volunteers	Provision of time, labour, resources and interaction/relationships over working weekends
Healesville General Practitioner's Network (GPN)	Acts as key source of clientele for project. Close liaison with StJ-FC.
Yarra Ranges Council Recovery Officer	Provision of council-funded overnight accommodation for volunteers at Dixon Creek recreation reserve. Provision of council-provided food credit cards. Close ongoing liaison with StJ-FC
Anglican/Baptist donors	External Anglican & Baptist funding agencies which provide financial resources for this program.
Torquay House Agent	Liaison with rental house owners in providing subsidised rental property for week's 'Break from the Bush'. Liaises with Barro CCC.

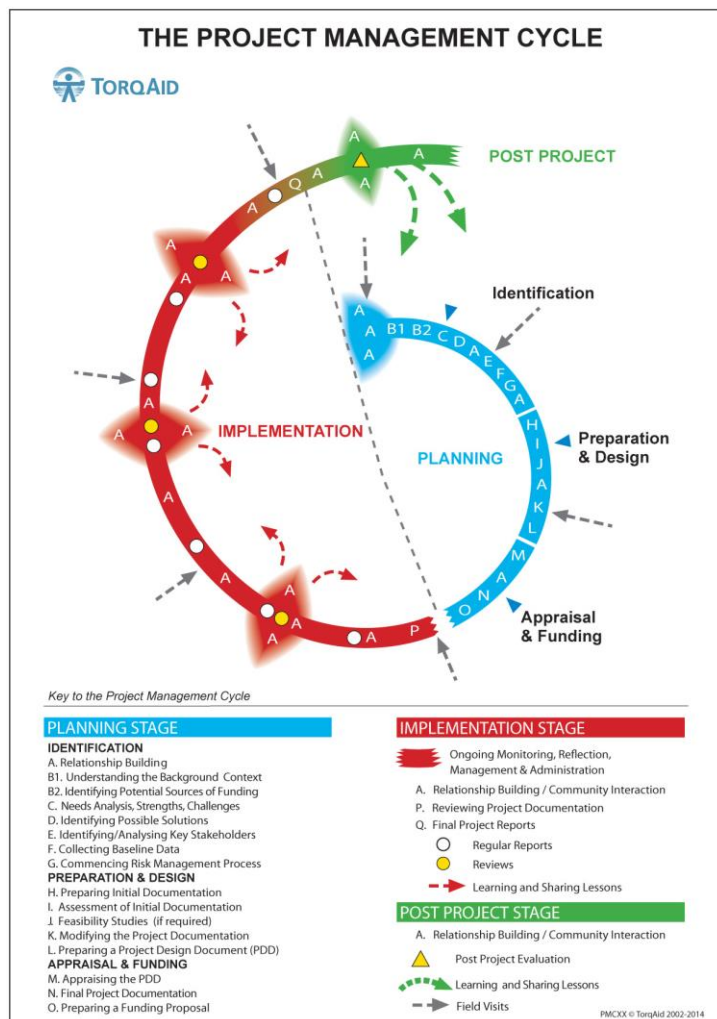
The key to the success, or otherwise, of this program, lies in the relationship building between the key stakeholders. This is expressed diagrammatically in the Project Management Cycle (PMC)³⁸, which is illustrated on the next page. Of particular importance are the close working relationships between the StJ-FC and Barro-FC, as well as warm and genuine relationships between the volunteers and clientele.

³⁸ Where good relationships throughout the PMC is represented by the letter 'A'

The main coordination relationship is that between the two churches, this in practice being carried between the StJ-FC and the Barro-FC. A high degree of coordination is also required between the Barro-FC and the volunteers, and between the volunteers themselves. The StJ-FC also liaises with the Yarra Ranges Council on a range of other issues, this including networking and coordination meetings with other bushfire recovery stakeholder providers.

3.2. Personnel Selection/Recruitment, Training & Capacity Building

As indicated in the Key Activities Chart (section 2.8), detailed planning for each weekend is carried out between the StJ-FC and the Barro-FC, particularly as a result of their working party recces. This process allows the two field coordinators to ascertain the numbers of volunteers required in the field; the particular skills needed (such as the handling of particular equipment³⁹); and ideal team compositions. This information is then assessed against the number and profile of volunteers⁴⁰ who have been accessed by the Barro Community Care Coordinator. An orientation evening session for all of these volunteers is then held in the week leading up to the weekend. At this orientation session, volunteers are briefed on the intended program; the risk management aspect of the work; and the logistics for travelling up to, and staying at, the bush-fire affected areas.



³⁹ Such as skilled people to operate chain-saws, wood-slitters etc

⁴⁰ Whilst many of the volunteers come from Barro church, a number of other churches are also involved, as well as individuals (usually friends of church members) from non-church backgrounds

3.3. Monitoring & Evaluation (M&E) Systems

Summarised on the next page is a matrix relating to the main Monitoring and Evaluation (M&E) framework for this program. This relates the monitoring, reporting, review, and evaluation requirements for the work being carried out. This process is clearly represented diagrammatically by the PMC diagram⁴¹ (see above), with the Measures and Details closely aligning with the Objectives and Data Sources columns of the Logframe (LF) Matrix in section. 2.8.

Table 4: Monitoring & Evaluation Framework

M& E framework	Measures	Details
Evaluation	Goal & Purpose	Ideally some form of external evaluation carried out sometime (ideally 3-6 months) following the completion of the two major outputs ⁴² .
Review	Progress towards Purpose	Ongoing discussions between StJ-FC and Barro-FC; feedback from clientele and volunteers. Ideally this is ongoing process during the working weekends, with lessons collated within 2 weeks of each working party. Also clients comments captured on any DVD made.
Reports	Outputs	Weekend Working Party reports (including photos), produced within 1-2 weeks of each working weekend. If DVD is to be produced, ideally made during last working weekend, or shortly thereafter. Holiday Hosting report, produced within 1-2 weeks of event
Monitoring	Activities	Ongoing communication between StJFC, Barro-FC, and volunteers on the ground during working weekends.

⁴¹ Where monitoring occurs throughout the red Implementation stage of the PMC; where reports and reviews are represented by white and yellow circles; and where the post-project evaluation is illustrated by a yellow triangle

⁴² In practice an evaluation of the improvements in the affected families health and well-being would be complex, and probably not cost-effective for such a relatively small-scale (and financially limited) program as this. This being said, a larger-scale evaluation of a number of initiatives such as these, possibly organised by the Victorian Bushfire Reconstruction & Recovery Authority (VBRRA), and/or the Victorian Department of Human Services (DHS)

3.4. Work Schedule/Activity Plan/Gantt Chart

Summarised below is a proposed working schedule/activity plan/Gantt Chart for the first of the program initiatives, namely the working weekends. The activities mentioned here align closely with those in the Key Activities Chart in section 2.8.

A similar Gantt Chart would be prepared for the subsequent 'Break from the Bush' initiative.

Table 5: Working Schedule/Activity Plan/Gantt Chart

Key Activities	WW minus 3 weeks	WW minus 2 weeks	WW minus 1 week	Working weekend (WW)	WW plus 1 week	WW plus 2 weeks
Ongoing relations between StJ-FC & clients, & StJ-FC & Barro-FC						
Field recces	# 1	#2				
Recruiting volunteers						
Briefing volunteers						
Implementing projects						
Ongoing field monitoring						
WW Review (evening)						
Field report						
Stakeholder Debrief/Review						
Financial Management						

4. Program Budgeting and Funding⁴³

4.1. Key Financial Background Information

Summarised in the next section (4.2.) is a project detailed budget summary, together with a breakdown on costs between the various stakeholder groups. The following are the main points to mention from this.

- It was originally planned that each of the three weekends (each comprising two days) would involve 15 volunteers. Over the total period therefore⁴⁴, 90 days work will be provided. Whilst the volunteer labour is provided free, in order to calculate its worth, this is costed out at \$ 15/person/hour (1 day = 8 hrs)
- The volunteers are remunerated for their petrol costs⁴⁵, and their food costs are also covered
- In practice housing is provided free through a combination of St John's residents (first weekend), and volunteer housing provided and paid for by Yarra Ranges Council⁴⁶. However the estimated true costs of this are included here
- The building materials needed for the porta-cabin refurbishment are provided by the client himself
- Some allowance is made for equipment hire and maintenance
- The holiday rentals costs are a mixture of subsidies provided by the holiday rental owners themselves, as well as subsidised rent paid by the church donors
- The clients accepting the 'Break from the Bush' are given a holiday allowance to cover their travel, food and entertainment costs
- For work outside of the volunteers weekend itself, the two Field Coordinators are paid fees for the weekly hours they commit to the project
- A proportion of the Barro Community Care Coordinator's normal wages are also taken in account as project costs
- Travel, food and incidental costs for the Barro-FC to carry out his various recces prior to each working weekend are also costed out.

4.2. Project Detailed Budget

The Project Detailed Budget is summarised on the next page

⁴³ This section is currently being reviewed by the TorqAid – www.torqaid.com financial management team

⁴⁴ Total of 6 days, comprising three weekends of two days each

⁴⁵ In practice, car pools are set up, and the individual drivers remunerated

⁴⁶ At the Dixon's Creek recreation reserve

Budget & Funding Source Details	Source of Funds							Total
	Clients	St Johns	BHBC	Anglican/ Baptist Donors	Volunteers	Yarra Shire	Rental House	
		Church					Owners	
Budget Expenditure Item								
Personnel								
Volunteer labour					\$xxxxx			\$xxxxx
Volunteer cost disbursements			\$xxxx		\$xxxx	\$xxxx		\$xxxx
Volunteer housing						\$xxxx		\$xxxx
Total Personnel	\$0	\$0	\$xxxx	\$0	\$xxxxx	\$xxxx	\$0	\$xxxxx
Project operating costs								
Material costs	\$xxxx							\$xxxx
Equipment hire/maintenance	\$xxx		\$xxx					\$xxxx
Holiday rental				\$xxxx			\$xxxx	\$xxxxx
Holiday client travel	\$xxx		\$xxxx	\$xxxx				\$xxxx
Holiday client food	\$xxxx		\$xxxx	\$xxxx				\$xxxx
Total Project operating costs	\$xxxxx	\$0	\$xxxx	\$xxxx	\$0	\$0	\$xxxx	\$xxxxx
Program delivery								
BHBC project management			\$xxxx					\$xxxx
STJ - FC fees		\$xxxx		\$xxxx				\$xxxx
BHBC - FC fees			\$xxxx0	\$xxxx				\$xxxxx
FC cost disbursements		\$xxx	\$xxxx					\$xxxx
Total Program delivery	\$0	\$xxxx	\$xxxxx	\$xxxx	\$0	\$0	\$0	\$xxxxx
Total Budget	\$xxxx	\$xxxx	\$xxxxx	\$xxxxx	\$xxxxx	\$xxxx	\$xxxx	\$xxxxx
% of Total Budget	9%	2%	32%	21%	19%	6%	11%	

Appendix A: Summary of Key Background Research relating to Psychosocial Support and Community Health & Well-being Recovery⁴⁷

Summarised below are some of the key findings coming out of the following research. Details of these can be found in the Selected Bibliography (Appendix A).

The Sax Institute Report focuses in on a strong community-based recovery & rebuilding strategy. It also suggests that there are five essential elements (or Principles) of immediate and mid-term trauma intervention, which can be used for both public health and individual/group measures⁴⁸. These are:

- Promotion of a Sense of Safety
- Promotion of Calming
- Promotion of a Sense of Self Efficacy and Collective Efficacy
- Promotion of Connectedness
- Instilling Hope

Three years after the 2003 Canberra Bushfires, research was undertaken by a multidisciplinary research team⁴⁹, which investigated the processes of individual and community recovery. The research paper highlighted the importance of community resilience, and focussed primarily on roles played by:

- Family & Social relationships
- Networks within or across the boundaries of particular communities or neighbourhoods
- Links with Government and other institutions

The paper highlighted the importance of family, friends and neighbours, and in particular the crucial role of affected persons' partner. It argued that community education is required to reach this group, and it stressed their importance in the recovery process.

Psychosocial here refers to the emotional and psychological wellbeing of individuals. The framework designed here is for four main categories of people:

- People directly affected by bushfires
- The extended family & friends of the fires' direct victims
- The communities that have been affected through loss of life, property and identity
- Those who have helped people affected by the bushfires

This psychosocial recovery framework is based on the Department of Human Services (DHS) overall Mental Health Strategy⁵⁰, where the key building blocks for this are Prevention; Early Intervention; Recovery; and Social Inclusion. Psychosocial recovery is multifaceted, and relates to a range of other social determinants of mental health. In the bushfire scenario this includes issues such as reconnecting with community; ensuring material and practical

⁴⁷ This Appendix B is currently being reviewed

⁴⁸ These are drawn from the following article: Hobfall, S., 2007, *Five Essential Elements of Immediate and Mid-Term Mass Intervention: Empirical Evidence*.
<http://focus.psychiatryonline.org/article.aspx?articleID=52882>

⁴⁹ Camilleri, P., Healy, C., Macdonald, E., Nicholls, S., Sykes, J., Winkworth, G., & Woodward, M., 2007. *Recovery from the Canberra 2003 bushfires: a work in progress*.
<http://www.preventionweb.net/english/professional/publications/v.php?id=2948>

⁵⁰ 'Because Mental Health Matters: Victorian Mental Health Reform Strategy 2009-2019, DHS, 2009, see Appendix A for link

needs are met; easing the process of dealing with insurance claims; and going about the process of building homes

People with pre-existing mental health stresses or problems may experience new or increased symptoms, or possible relapses, whilst the overall impact of a natural disaster on other individuals' emotional and social wellbeing mental health can be mild or severe; short term or long lasting. Peoples' responses will also change over time:

- Short-term responses (days to weeks)
- Medium-term responses (weeks to months)
- Long-term responses (months to years)

The following table, taken from the framework, is particularly useful.

Table 1 Summary of WHO predictions of the prevalence of psychosocial problems after an emergency

	Before emergency – 12-month prevalence	After emergency – 12-month prevalence
Severe mental disorder (such as psychosis, severe depression, severe disabling anxiety disorder)	2–3%	3–4%
Mild or moderate mental disorder (such as mild and moderate depression or anxiety)	10%	20% (reduces to 15% with natural recovery)
Moderate or severe psychological/social distress (no formal disorder but severe distress)	No estimate	Large percentage (reduces due to natural recovery)
Mild psychological/ social distress	No estimate	Small percentage (increases over time)

Adapted from van Ommeren, 2006 ⁴

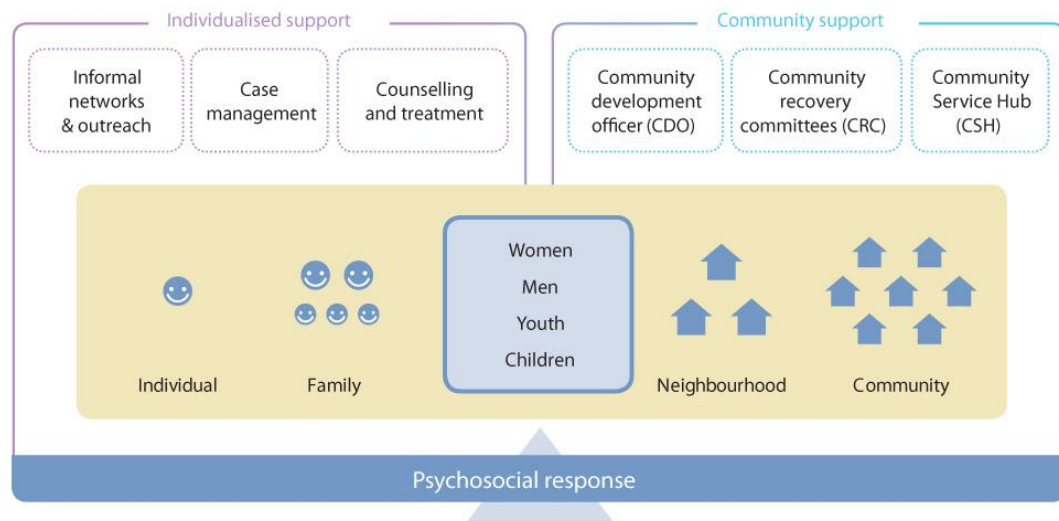
For many people the distress experienced in the short term after a disaster will be alleviated through the support of family, friends, and the community, and they may never seek any further personal psychosocial assistance. However, based on experience from other disasters, between 40-50% of the affected community will benefit from receiving some professional help to deal with the emotional impact of a disaster, this sometimes being as straightforward as a session or two with a trained counsellor.

For a minority of people however, perhaps between 5-20% of the affected population, these including both adults and children, research as indicated that these will require more specialist mental health services over an extended period of time. People here will be dealing with a range of anxiety disorders (including Post Traumatic Stress Disorder = PTSD); depression; or problem alcohol and drug abuse.

Following a major disaster, the importance of early intervention is crucial. The framework looks at two key elements, which are illustrated in Fig 1:

- Individualised support for people and families
- A focus on communities

Figure 1 Psychosocial recovery – individuals, families and communities



Building on these two elements (of individuals/families and communities), the psychosocial framework is built around four strategies, which will be required for an extended period of time (a matter of years for some people):

- Empowering individuals and affected communities for their recovery
- Enhancing the capacity to identify the changing needs of individuals and groups in affected communities, and access necessary services
- Rebuilding the community
- Engaging the wider Victorian community

APPENDIX B: WORKING WEEKEND PARTY MEMBERS RISK MANAGEMENT SHEET

Barrabool Hills Community Care Coordinator (CCC) Barro Field Coordinator (FC) Risk Rating: H = High; M = Medium; L = low

Activity	Hazards	Likelihood	Impact	Risk Rating before R/R	Risk Reduction (R/R) Measures	Risk rating after R/R	Responsibility
Travel	Missing transport. Getting lost on way to Dixon Creek recreational ground	L/M	L/M	L	Role-call and briefing at Barro Maps (Barro provide). Contacts list. Dixon rec. Centre marked. Fill up with fuel beforehand.	L	Individual drivers CCC/FC
	Dangerous road from Narbethong back to Healesville (<i>esp. dark</i>)	L	M	L/M	Teams from Narbethong/Buxton/Marysville travel back in daylight. Careful driving/briefing beforehand. carry mobiles	L	Drivers on this roads CCC/FC
Wet & cold weather	Slipping over logs & general accidents	<i>Depends on weather</i>	L/M	L/M	If poor weather forecast for weekend, postpone trip	L/M (but M/H if rainy)	CCC/FC
General outdoor work	Personal injury from use of chainsaws; brush-cutters; log splitters	L	M/H	L/M	Only owners or experienced people use eqpt. Wear goggles/ gloves. First aid kits provided + mobiles/emergency numbers	L/M	Equipment operators CCC/FC
	Chainsaws break down, or run out of fuel/ lubricants	L/M	L	L	Owners bring extra chains, lubricants & fuel. Access to back-up support in Yarra Glen/Healesville (Sat am only)	L	Machine operators FC
	General personal injury (splinters/cuts etc)	L/M	L/M	L/M	First aid kit provided for each team. Mobiles. Emergency phone numbers (see team sheet)	L/M	Individuals. CCC/FC
	Falling trees, particularly at xxxx	Low	M	L/M	Nothing larger than 6" diameter to be cut down .	L	Chainsaw team members. CCC/FC
	Snakes & wild wombats	L	L	L	First aid kit. Contact numbers	L	Individuals. CCC/FC
Health-related problems	Adverse physical or psycho-social affect on team members	L	L	L	CCC/FC to discuss team. Allocate lighter jobs to older people or those with old injuries. First aid kits.	L	CCC/FC