

NORTH AUSTRALIAN INDIGENOUS LAND AND SEA MANAGEMENT ALLIANCE

SCENE SETTING WORKSHOP

25 – 26 MAY 2004, DARWIN



OUTCOMES REPORT



**North Australian
Indigenous Land &
Sea Management
Alliance**

Prepared by:  **Bessen Consulting Services**

Introduction

A scene setting workshop for the North Australian Indigenous Land and Sea Management Alliance (NAILSMA) was held at the Holiday Inn, Darwin on 25 – 26 May 2004.

Participants

Participants at the workshop were:

Jim Davis	–	Balkanu
Lyndal Hughson	–	Balkanu
Ari Gorring	–	Kimberleys Land Council (KLC)
Paul Jenkins	–	Indigenous Land Corporation (ILC)
Peter Yu	–	Chairperson
Terrance Taylor	–	Carpentaria Land Council (CLCAC)
T J Yanner	–	CLCAC
Kelly Gardner	–	CLCAC
Gordon Duff	–	CRC – Tropical Savannas Management (CRC – TSM)
Peter Jacklyn	–	CRC – TSM
Joe Morrison	–	CRC – TSM
Lisa Binge	–	CRC – TSM
Paul Josif	–	Northern Land Council (NLC)
Michael Storrs	–	NLC
Peter Cooke	–	NLC
Norman Fry	–	NLC (first morning)
Paddy O’Leary	–	NLC
Wayne Barbour	–	NLC

Aims and Outcomes

The aims of the workshop were to determine the scope of NAILSMA and the governance appropriate to the Alliance.

By the end of the workshop, participants had achieved the following outcomes:

- Feedback on current projects;
- Awareness of regional activities;
- Understanding of the CRC – TSM / NAILSMA relationship;
- Clarity on the scope of NAILSMA;
- A model for the structure of NAILSMA;
- Appropriate governance mechanisms for NAILSMA;
- Potential partnerships; and
- Next steps.

Expectations

At the outset of the workshop, participants expressed the following expectations:

- Clear vision of strategic direction and role:
 - projects;
 - politics and policy.
- Governance well understood.
- Support arrangements and information exchange for smaller and new groups.
- Direction from partners.
- Shift thinking towards Northern Australian issues and strategies.
- Better coordination across Northern Australia.
- Priorities set from Indigenous people.
- Develop ability to inform policy makers.
- How CRC – TSM can support NAILSMA.
- Clear understanding of NAILSMA role and function within CRC – TSM framework.
- Key objectives over the next four years.
- Who are members (NAILSMA).
- Linkage with communities.
- Understanding of future direction.
- What are the future opportunities and what to do to pursue?
- Linkage between NAILSMA CRC – TSM Board representative and NAILSMA members.
- Understanding “sustainability” in the context of intellectual copyright and future opportunities:
 - Ownership;
 - Collection;
 - Storage;
 - Accessibility of data.
- Leveling up knowledge.
- Find out what NAILSMA “is about” and its role across Northern Australia: history and “now” and where to?
- Definitions of roles and responsibilities of NAILSMA and how each Land Council or organisation fits within the Alliance structure.
- What about or how to build the Alliance – “new members”.
- Funding and operations: scope.

EXECUTIVE SUMMARY

Participants agreed that NAILSMA should involve:

Focus:

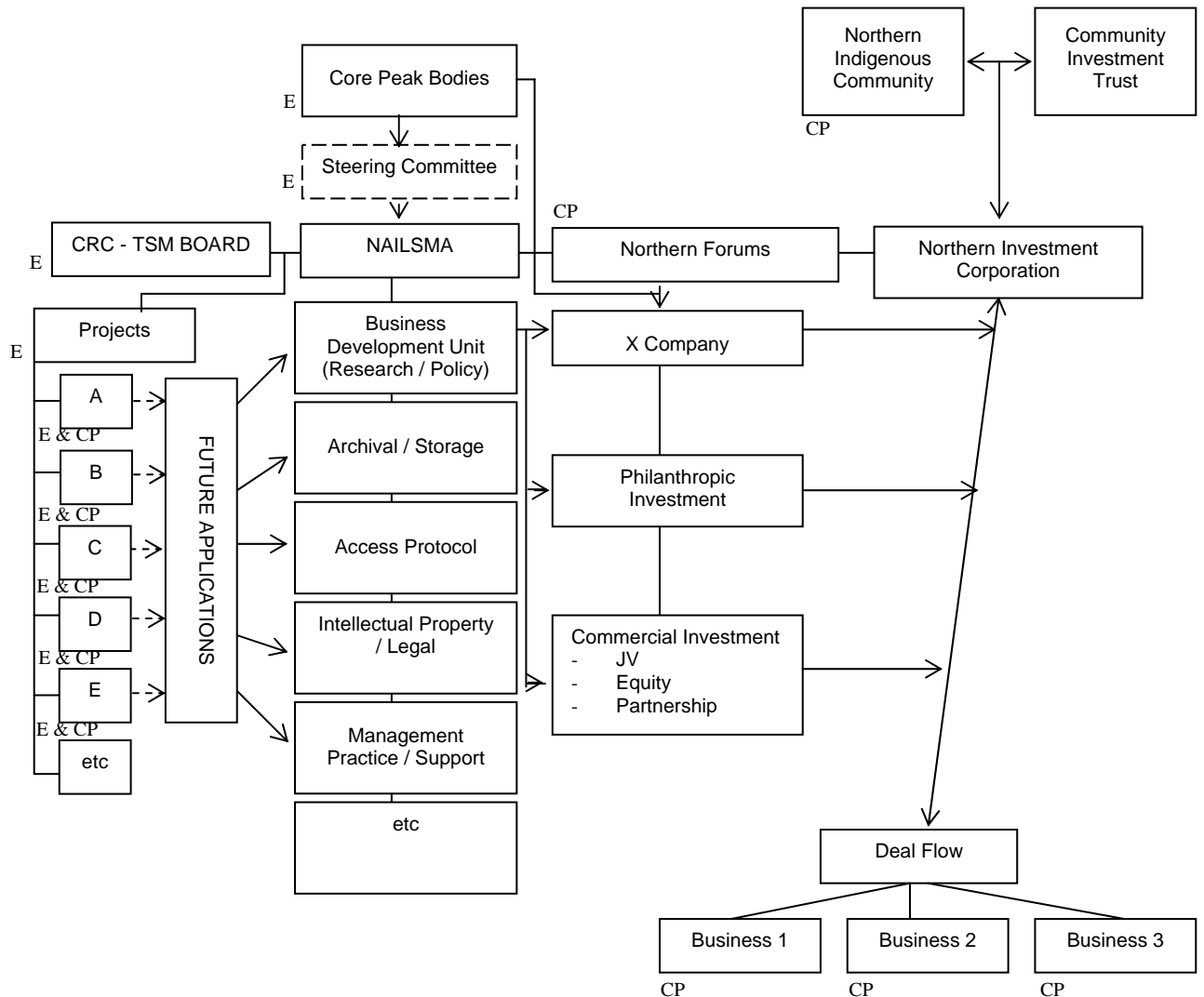
- Broad and inclusive membership.
- Representation from the regional level, based on expertise:
 - must be flexible;
 - must be regionally appropriate;
 - members are those involved in projects;
 - courage and trust as underlying principles.

Layers:

- Forums – larger body that is drawn together to discuss directions.
- Steering / Guiding Body – small enough to make decisions.
- Steering / Guiding Body – relays instructions to operational staff:
 - representative of regions;
 - skilled, knowledgeable and with expertise;
 - existing core partners for project.



The model advanced for the structure of NAILSMA was:



E = Existing
 CP = Community Participation

The governance agreed was:

➤ **NAILSMA Board:**

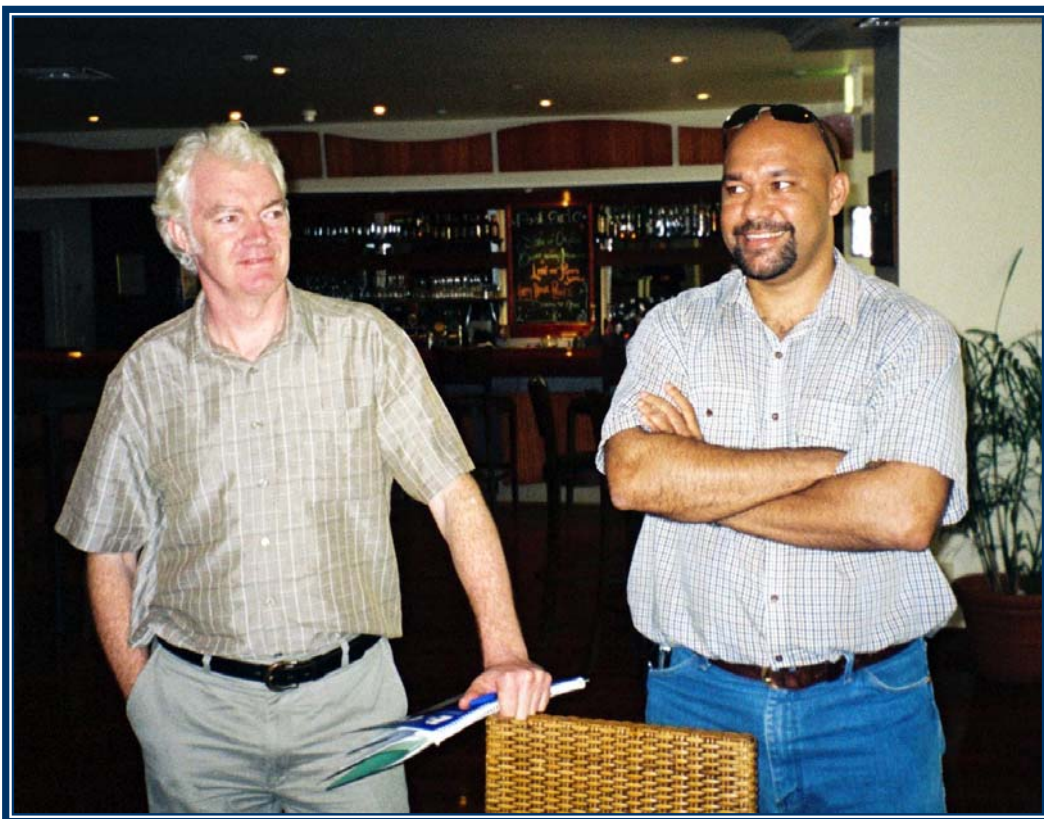
- Consists of:
 - an independent Chair;
 - the 3 – 5 CEOs of the core partners;
 - 3 – 5 community positions.
- The CRC – TSM is a permanent invitee.
- The independent Chair also operates as the CRC – TSM Board member.

- The CEO's give the Board a level of authority (will need strong work to get them enrolled).
 - The community positions represent each jurisdiction and are selected by the Project Steering Committee, via expressions of interest and recommendations.
 - The NAILSMA Board meets at least once per year and as often as required.
 - Board meetings are used as a short meeting that then flows on to Project Steering Committee meetings (the aim is to make it as convenient as possible for the CEOs to be involved).
 - Board to send letters of invitation and communicate with other potential core partners.
- **Project Steering Committee** (NAILSMA Project Coordinating Committee):
- Consists of:
 - three Land Council representatives;
 - DIPE representative;
 - ILC representative;
 - CRC – TSM representative, as the Chair;
 - NAILSMA Coordinator, as the Executive Officer.
 - Deals with all projects.
 - Has links to expert working groups.
 - Extensive use of e-mail communication.
 - Meets at least once per year and more often as needed.
 - If new core partners join NAILSMA, their representative would join the Project Steering Committee.
 - Project Steering Committee meeting must be held to precede the annual Board meeting (to provide briefings and recommendations).

The next steps agreed were:

- Outcomes Report to Joe Morrison by 10 June 2004.
 - each workshop member to discuss with their organisation.
 - aim for sign-off or ratification of structure and governance at the Board meeting preceding the August 2004 Forum.
- Develop a paper to articulate the opportunities that the model offers:
 - make the purpose and objectives clear from the Heads of Agreement document;

- explore the thinking behind the new approach;
 - link to previous forum outcomes;
 - contract someone senior, through the Lingiari Foundation to write a draft;
 - Peter Yu to liaise with the contract writer on the outline; Joe Morrison to organise and manage the contract;
 - aim to have the paper circulated 4 – 6 weeks before the August 2004 Board meeting and Forum.
- Develop the agenda for the August 2004 Forum:
- Joe Morrison to organise;
 - focus on projects in action;
 - move the concept of NAILSMA forward;
 - get senior community people involved and create the opportunity for younger people to learn from them;
 - seek the approval and authority of senior people.



OUTCOME ONE: FEEDBACK ON CURRENT PROJECTS

Joe Morrison, Indigenous Land and Sea Management Coordinator outlined five current projects. Participants provided the following feedback:

➤ **Dugong and Marine Turtle Project:**

Participants saw the project as a critical opportunity for NAILSMA and a defining initiative, given the political sensitivity, scope and implications.

The sentiment was that NAILSMA can't afford "not to be involved".

Individual comments were:

- NAILSMA will need a good communication strategy, given the political pressure and high profile species involved.
- Managing the short timescale will be a challenge.
- Ensure capacity continues after 2.5 years.
- Opportunity to demonstrate:
 - strength of Alliance;
 - capacity to draw on two tool boxes to win a policy fight.
- Opportunity to increase defensive militancy at the grassroots level.
- If we can't defend Indigenous harvest, we are stuffed.
- We can find strong international allies.
- Critical issues in this project.
- Decision process to take the project on – what are the pros and cons?
 - complex project for a young organisation.
- Clear articulation of why we're involved in the project.
- Honest evaluation of the benefits and risks – who does it?
- Evaluation and monitoring – how well are we travelling with the project?
- How do you manage the different layers of responsibility:
 - NAILSMA;
 - Land Councils;
 - Regions;
 - Communities;
 - Traditional Owners(varies between jurisdictions).

- Started under the premise of keeping ‘black hands on the steering wheel’ – while big brother is trying to wrestle over control, we should not panic.
- Who are the main government players? What structures do they have in place and how can they be infiltrated?
- Funding into communities is tight, this is a national initiative being run by Murries; this has got to be a good public statement.
- Focus may be on harvesting, but needs to be put into context (ie: fringe development, run off, boat strike, etc).
- Focus also needs to be put on government changing its thinking and delivery mechanisms to complement outcomes from this initiative (the post 2.5 year time frame).
- Concern with regard to the capacity of regional and subregional groups to participate and deliver (lack of resources at these levels).
- Tight timeframes and responsibilities can lead to breaches and penalties.
- Can assist groups to increase and build capacity to not only form some ability to manage resources, but see how projects of this magnitude need to work and how they can deliver real outcomes on the ground.
- Need to resolve and foresee conflicting issues and points of view between NAILSMA and the Commonwealth.
- Good way of promoting Aboriginal voice on customary use of resources in Northern Australia.
- Need to be realistic milestones – can we deliver?
- Government driven – need to be clear about focus re NAILSMA.
- Communication is the major theme of the project.
- How does it work in with other NAILSMA projects?
- Partner commitment is important to project success.
- Tell stories on customary use – different for each region.
- Decision making and conflict resolution.
- Achieving a unified Indigenous voice re NRM issues is critical.
- Take up the fight – strategically turn this to “our” advantage.
- Present (and really have) a team (“gang of 5”) to face off attackers from Government / IHS, etc.
- Utilise the opportunity to demonstrate we really are deadly and can produce outcomes, eg: consortium.
- Ability to evaluate, learn and adapt.

- NAILSMA – the sea is contiguous and needs this type of approach – unified and based on our points of agreement.
- Opportunity cost if “we don't” do the project.
- Invoke our strong partners to support the Traditional Owners project, eg: Key Centre.
- Large project but real money - we need to take it and run with it.
- What experience have we got – what is our capacity to handle it?
- Financial management and administration are good through the CRC – TSM, but project management capacity is a bit doubtful:
 - needs a skillful project manager who is politically savvy;
 - need very good communication;
 - photo opportunities for Ministers.
- Balance clear and tangible outcomes with capacity building.
- Understand the political threat and nature of the project, but if NAILSMA wasn't to do this project, is there anyone else appropriate?
- Part of the decision making process.
- Coordinated support and messages during the project.
- Why wasn't this discussion held prior to tender?

➤ **Fire Project:**

Participants saw this project as a core activity for NAILSMA, especially as the CRC – TSM resources sit behind the project operations.

Major questions revolve around how to handle the workload.

Individual comments were:

- Communication/s is a key issue to attend to – two way communication is vital and should remain a high priority, eg:
 - Turtle / Dugong Management Project includes a “communication strategy”;
 - “*Kantri Laif*”;
 - Workshops (focussed, eg: on fire) and conferences (networking).
- Support existing efforts, link up and “gear up”.

- Core activity for NAILSMA:
 - grist to the mill;
 - can't say no.
- Large gaps in capacity on the ground
 - concentrate on those areas.
- Use exchange trips for people to see where some capacity exists.
- Project needs a long term outlook – worry with only two years of funds.
- Not as contentious politically as Dugong and Marine Turtle Project, therefore, much more relaxed about implications across Northern Australia.
- People / Elders are in a far better position to advise on fire management than anybody else; the need is to get information before it is lost.
- Devolve responsibility out.

➤ **Indigenous Knowledge Conservation Project and Ethno-ecology Project:**

Participants viewed these projects as high priority activities.

It was suggested that the LWA project needs to act as an overall project for the three ethno-ecology projects and other associated projects.

NAILSMA could act as a protective repository for the intellectual property that arises.

Individual comments were:

- Critical project.
- Desperately needed.
- Needs a clever / knowledgeable coordinator – is Steve J the one?
- Question of its timeliness for the Christensen Funds which are already flowing – how is that being dealt with?
- Need many more projects.
- Need far more than just the CRC – TSM funds.
- How are the three projects synergising?
- What learnings are being communicated?

- They are currently seen as just insular projects and not articulating their learnings.
- Need to get the players together through the LWA project.
- NAILSMA input to shared Indigenous knowledge right across Northern Australia, through a Trust for royalties, etc.
- Two parts need to work together:
 - conserving knowledge and keeping it alive;
 - influencing resource management in Northern Australia.
- Recording and preserving is an important back-up:
 - develop user friendly front ends for people;
 - involve younger people in technology.
- Who owns the Intellectual Property?
 - at the regional level, develop protocols with Traditional Owners and base on trust with the regional representative body;
 - there are no protocols currently, agreements must be based on risk management levels.



OUTCOME TWO: REGIONAL ACTIVITIES

Summaries of regional activities were presented, including the following points:

➤ **Northern Land Council**

Paul Josif provided the following summary:

- Marine management:
 - Establishment of Sea Ranger Groups is going well;
 - link to Dugong and Marine Turtle project;
 - working with the Australian Institute of Marine Science and the Northern Territory Museum;
 - low tech aquaculture opportunities.
- Support for existing Ranger Groups:
 - participative planning;
 - building capacity.
- Weeds, Ferals and Fire support:
 - working through Ranger Groups where possible.
- Enterprise for Country:
 - land and sea use agreements (eg: crabbers, pastoral properties);
 - need for a strategic approach to feral animal management.
- Protected Area Management:
 - negotiation on the handover of protected areas and the Master Plan initiative;
 - support for IPAs.
- Recognition of customary economies and the link to healthy country.
- AQIS and NAQS:
 - relationship working;
 - NAILSMA potential.
- Top End Aboriginal Land Management Employment Strategy (TEALMES) due for renegotiation:
 - looking at expanding TEALMES scope (5 – 7 years plus) in talks with NT Government, as part of a wider focus;
 - aiming to develop an NT Cabinet submission.
- Dugong and Marine Turtle tender.
- Commitment to NAILSMA and support of Coordinator.

- NOO scoping consultation for Northern Region Ocean Plan.
- Norforce opportunity.
- Leadership and support to on-ground work needed from NLC.
- Ghostnet Forum at Karumba:
 - reduce the number of nets entering the system;
 - remove the nets via clean-ups, at sea and on the beach.
- Indigenous Knowledge project, with NAQS link-up.
- Pursuing relationships with partners and stakeholders and expanding contacts and participation.
- NT NRM Strategy:
 - updates;
 - input especially to marine issues.
- Secondments from NT Government are cementing partnerships.
- Wash-up from ATGIS implosion.

➤ **Kimberley Land Council**

Ari Gorring provided the following outline:

- Mitchell Plateau project resulted in a management plan, which has given Traditional Owners more control over visitation.
- NHT project to survey fish in the Fitzroy River with a range of partners, highlighted cultural and environmental values.
- Kimberley Regional Fire Project, with partners:
 - Fire Control Teams;
 - research on fire effects;
 - mapping of fire scars.
- Waterbank IPA has some internal cultural and land use issues.
- Coastal Landcare project to protect and control access to dunes.
- Developing a values-based management plan for Roebuck Bay.
- Sustainable resource use at Bidyadanga, with input to the cotton debate.
- Jirrkaliy Creek project with Nykina Mungala people, as an ethno-ecology project; three projects have lead to a management plan.
- Fire and water plan for selected areas of the Great Sandy Desert.
- Paraku IPA and the environmental and economic (cattle) issues, moving on to a mapping project for the area.
- Ord Bonaparte Program flowed onto a pastoral project to integrate cattle, cultural management and other land uses.

- Saltwater project to identify issues and options, possible pilot area for Dugong and Marine Turtle project.
- Early stages of charter operators talking with Traditional Owners.
- Regional Managers as important conduits.

Problems

- Getting funding into projects.
- Strategic planning workshop needed to set directions for land and sea management in the Kimberleys.

➤ **Cape York**

Jim Davis provided the following summary:

- Politics have lead to looking at structures.
- Land and Sea Centres funding has ceased; Centres are now falling over; emphasises the need to keep an eye on ongoing resourcing for initiatives.
- NHT II as an opportunity to get representation and structures sorted out.
- Friction has been maintained by division and non formalised engagement.
- Need for some formalised engagement protocols between Balkanu and sub regional bodies.
- Pinning hope in the COAG process:
 - “looking after country together”;
 - provide guidance on how to roll out.
- Cape York Digital Network operating.
- Business Hubs; good relationship with Westpac and Boston Consulting Group.
- Caring For Country Unit cobbled together.
- Three ethno-ecology projects, which will form the foundation of all other resource projects.
- Revegetation and rehabilitation project.
- Sea issues, policy developments and submissions.
- Coastcare and ILMF positions.
- NRM Strategy.
- Management of parks is an area of better engagement with the Queensland Government.
- Trying to get some structure to all of the groups that are just hovering in the Cape – some “collective”.

➤ **Carpentaria**

Kelly Gardner provided the following summary:

- Three staff for a huge area.
- All Traditional Owners groups are members of the CLCAC, at a grassroots level.
- NOO project, submission accepted and all parties happy at this stage.
- Steering Committee of Traditional Owners for coastal areas that meets regularly to continue to progress sea country initiatives and planning.
- Wellesley Sea Country decision requires more work, from the Traditional Owners' perspective:
 - aim is a Marine Park, with zonings.
- Planned for RAMSAR Wetlands for a Southern Gulf area with 60,000 hectares to go back to Traditional Owners; Commonwealth Government has put private land RAMSAR funding on hold; have an ILUA drawn up to the end of 2004 for the Traditional Owners and the property owner.
- Aquaculture viability studies underway.
- WWF are highly interested in migratory birds in the Southern Gulf; funding a position for marine planning; RAMSAR listings; Rangers Group going.
- Weeds of National Significance has lead to cross border support.
- Gulf of Carpentaria Commercial Fishermen's Association has a management plan and is discussing access protocols.
- Cultural centres in National parks; ecotourism ventures starting up.



OUTCOME THREE: CRC – TSM / NAILSMA RELATIONSHIP

Gordon Duff provided the following outline:

- CRC – TSM is a collection of partners.
- NAILSMA is a core partner of the CRC – TSM.
- Core business is research and applying it to on-country work.
- CRC – TSM works across jurisdictions and across sectors in Northern Australia, particularly to increase communication.
- CRC – TSM must be an honest broker (a neutral body).
- NAILSMA is the representative of a particular constituency.
- NAILSMA / CRC – TSM as independent / arm's length bodies.
- CRC – TSM wants to be a stakeholder in NAILSMA.
- CRC – TSM will continue to support NAILSMA for the next four years and beyond that, but NAILSMA must determine the support they want.
- In 2006, resubmission is required for the CRC – TSM.
- CRC – TSM needs to put mechanisms in place to help key bodies and initiatives (such as NAILSMA) to continue.
- Growing need to articulate the relationship between CRC – TSM and NAILSMA and to document clear understandings.
- Balance with a degree of informality and flexibility to deal with the environment of change.
- Two way street between the two organisations.
- CRC – TSM Board is looking at economic futures for remote savanna communities, especially translating ideas and indicators to results on the ground, eg:
 - wildlife; biodiversity and ecotourism.
- Increased hunger for water and land resources in Northern Australia, as resources in Southern Australia reach saturation point:
 - increased pressure on communities;
 - real demands on rights, science and access.
- A real sense of urgency, for something like NAILSMA.
- There's no-one else in Northern Australia who is able to represent and speak for people on-country; a huge opportunity.
- CRC – TSM is the sum of its partners.
- NAILSMA as a separate entity with which CRC – TSM can engage, with clear structure and governance.
- Projects as specific activities, governed by Memorandums with CRC – TSM.
- NAILSMA as a stand-alone entity that makes decisions, through a clear structure.

OUTCOME FOUR: SCOPE OF NAILSMA

Participants worked in four groups to answer the focus questions:

“Who is NAILSMA, what does it look like, how does it operate?”

The responses common to all four groups were:

Focus:

- Membership is broad and inclusive.
- Representation from the regional level, based on expertise:
 - must be flexible;
 - must be regionally appropriate;
 - members are those involved in projects;
 - courage and trust as underlying principles.

Layers:

- Forums – larger body that is drawn together to discuss directions.
- Steering / Guiding Body – small enough to make decisions.
- Steering / Guiding Body – relays instructions to operational staff:
 - representative of regions;
 - skilled, knowledgeable and with expertise;
 - existing core partners for project.

The individual group responses were:

Group One

Who:

- Every Indigenous person who has a stake in land and sea management in Northern Australia:
- Membership – any Indigenous Land and Sea Body.
- Has to be a movement rather than a committee (ownership).
- Leads to other questions:
 - representative bodies roles and core membership?
 - layers of membership?
 - when do we begin walking (ie: get out of the humidicrib)?

What:

- Broadly, NAILSMA's projects should fit with these themes:
 - Fire;
 - Feral Animals;
 - Weeds;
 - Water;
 - Indigenous Knowledge;
 - Sustainable use of wildlife and customary use of native resources.
- Have to pick some winners – project success and competitiveness.

How:

- Leadership succession (new learning from old guard).
- Involvement of younger Indigenous people working on-country:
 - grassroots organisation rather than a role prescribed by Government or anyone else (movement).
- Knowing who you are and how to use your resources:
 - collaborating with other organisations when appropriate.

Group Two

Who:

- Inclusive of Traditional Owners for Northern Australia and their representative bodies.

What:

- Research and development support facility for northern Communities, with an “economic” dimension.

How:

- Should be able to form partnerships for specific purposes, with specific organisations.
- Forum for policy debate and development.
- Shouldn't just be the path of least resistance to engagement – must avoid the trap of being “too convenient” as a peak body.
- One possible spin-off would be a commercial entity, able to set up projects and investment.

Structure:

- Independent Chair and Steering Group.
- Establish protocols for consultation and representation:
 - what are the limits?
- Board representation on CRC – TSM:
 - who does Board representative consult and communicate with?

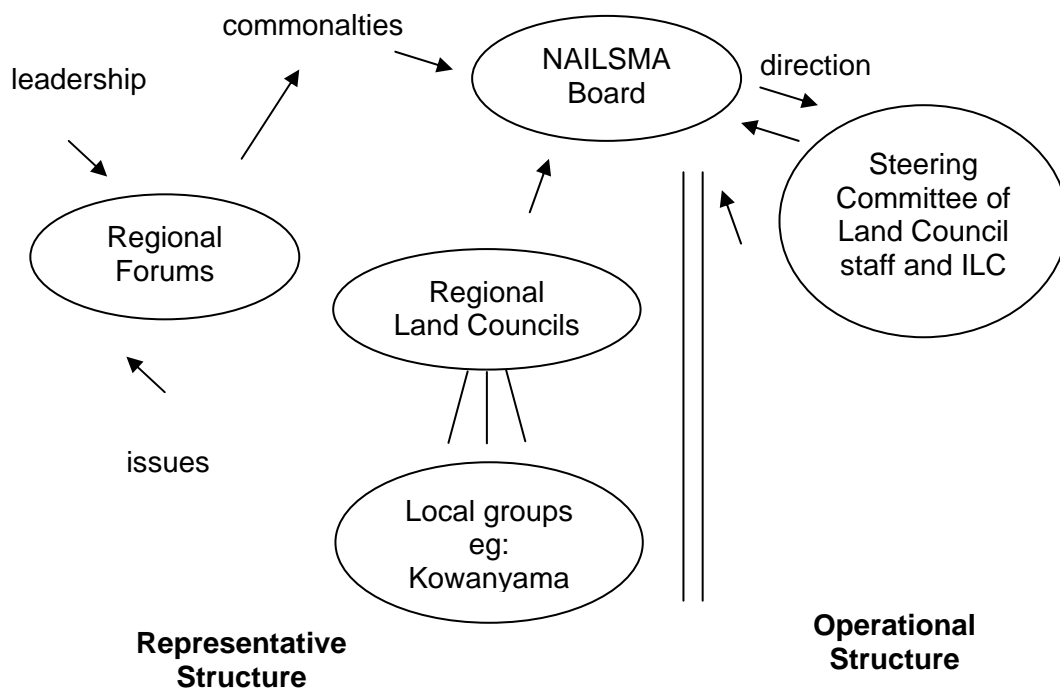
Group Three

Who:

- Decisions made with “grassroots” people.
- Broad “membership” but acknowledge the humbug in bringing organisations together.
- Land Councils represent Aboriginal people who have the right to speak for land and sea – Traditional Owners.

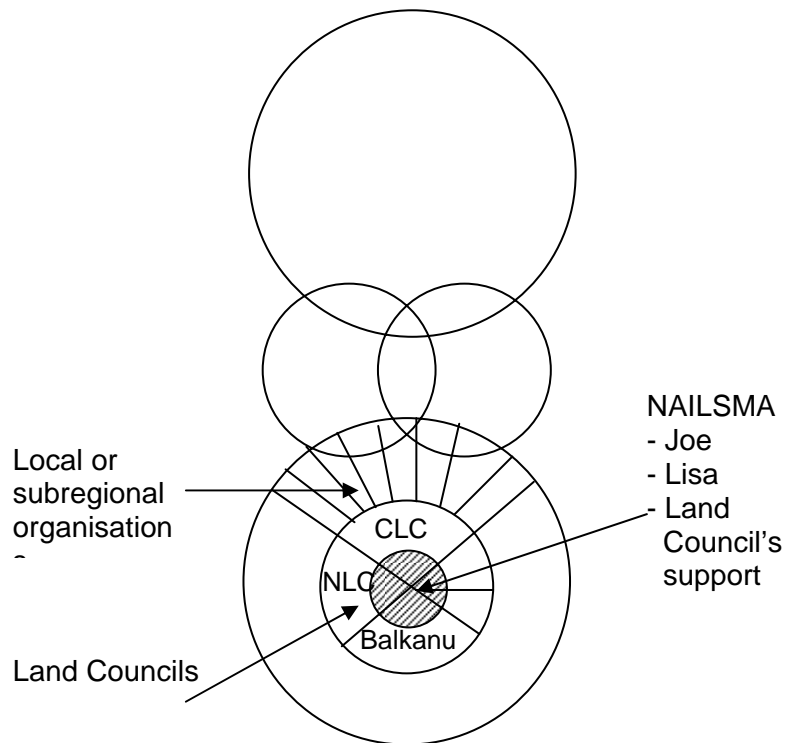
How:

- Board with two members from each (eg: KLC, NLC, CLCAC, Balkanu, etc) Land Council’s Executive or Board.
- Each region may operate differently.
- Each Land Council to develop an appropriate regional structure to communicate and work with local or subregional organisations.
- Region decides how to get representation to NAILSMA.



Group Four

Who:



- Longer term:
 - NAILSMA Trust (?) with Trustees being the owners;
 - operates as an Indigenous Trust Body.

What:

- Service provider.
- Coordinates large scale responses through CEOs.
- Timeframe:
 - in the humidicrib – now to about 3 or 4 years;
 - planning for “self standing” – 3 or 4 years;
 - self standing – after 4 or 5 years.

Focus:

- Communication strategy within regions and across regions.
- Achieve business plan:
 - short term;
 - long term.
- Achieve funds collectively – devolve responsibility.

Strategic Directions:

- Sustainable management of Arafura and Gulf Waters.
- Sustainable management of Woodlands across the savannas.
- Traditional knowledge across landscape systems

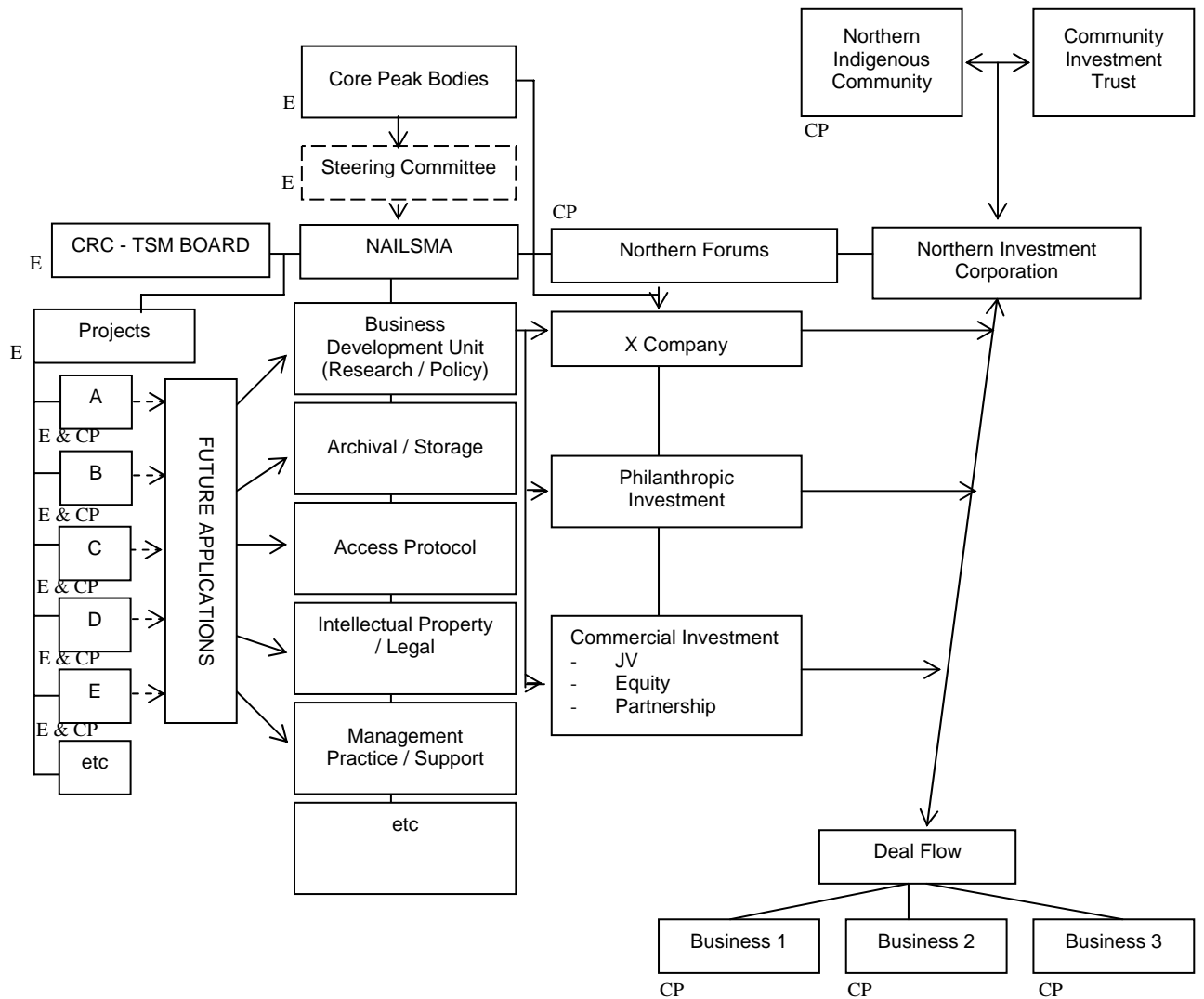
Whole Group Reflections

As the closing exercise for Day One, participants highlighted the following features of an appropriate structure for NAILSMA:

- Regionally appropriate. (✓✓✓✓✓)
- Operate in an organic environment, relying on trust.
- Get on with it, don't worry about structure too much.
- Small group that gets on with it and is representative.
- Don't lock up too much, as long as it is not ill-governed.
- Organic nature (✓✓); new dynamic; don't miss new opportunities.
- Organic but be able to show transparency (series of steps)
- Current membership increased to others, eg: CLCAC :
 - main peak bodies;
 - form smaller Steering Committee
- Provide direction to CRC – TSM Board member and staff; resurrect Northern Alliance for greater representation and consultation via the projects themselves.
- Opportunity to create something new. (✓✓)
- Learn from the projects it runs as to how to interact and communicate with all stakeholders:
 - projects as the basis of communication.
- Structure can kill innovation:
 - involvement of those who want to provide input;
 - partnerships for particular initiatives.
- Partnerships, open access, nurture trust at all levels; pump up enthusiasm; focus on areas where people agree; by-pass the disagreements through positive mechanisms.

OUTCOME FIVE: STRUCTURE FOR NAILSMA

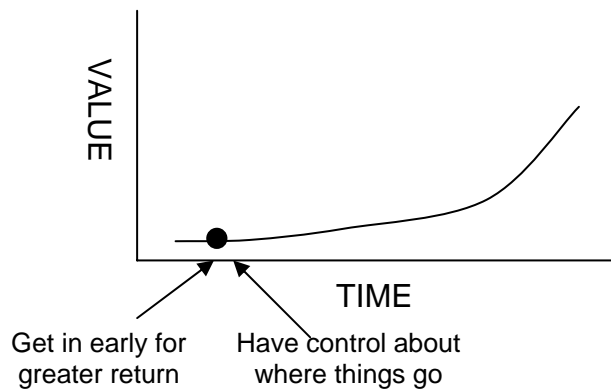
Peter Yu articulated the following model as a possible structure for NAILSMA:



E = Existing
 CP = Community Participation

Structure

- “Northern Forums” – congress, forums format for consultation and policy development.
- “Future Applications” – are what you do with the projects.
- “Northern Investment Company” – start now and get it in place.



- “Business” – can be social, community or commercial.

Comments

Participants discussed the model and made the following comments:

- Good representation.
- Strong base in building capacity of individuals.
- Congress idea, similar to Rangers Forums and to Cape York Land Summit – can be very powerful.
- Broad direction for NAILSMA from Congress.
- Check peak body support.
- NAILSMA will need to keep remembering its purpose.
- This will provide valuable input to the Land Councils.
- Opportunities for consultation taken as they come up, or as planned events.
- Newspaper (*Kantri Laif*) as a key input.

- This model takes account of the investment pressures that will come to Northern Australia.
- A big role in shaping the future, provides “a hand on the steering wheel”.
- Enterprise for Country, nurtured by good business plans, at the early stage of the investment cycle.
- Needs to happen now.
- Core peak bodies need to bring others on board.
 - Carpentaria;
 - Torres Strait.
- Level of enthusiasm as an entry requirement.



OUTCOME SIX: GOVERNANCE MECHANISMS

The governance structure should consist of two levels:

➤ **NAILSMA Board:**

- Consists of:
 - an independent Chair;
 - the 3 – 5 CEOs of the core partners;
 - 3 – 5 community positions.
- The CRC – TSM is a permanent invitee.
- The independent Chair also operates as the CRC – TSM Board member.
- The CEO's give the Board a level of authority (will need strong work to get them enrolled).
- The community positions represent each jurisdiction and are selected by the Project Steering Committee, via expressions of interest and recommendations.
- The NAILSMA Board meets at least once per year and as often as required.
- Board meetings are used as a short meeting that then flows on to Project Steering Committee meetings (the aim is to make it as convenient as possible for the CEOs to be involved).
- Board to send letters of invitation and communicate with other potential core partners.

➤ **Project Steering Committee** (NAILSMA Project Coordinating Committee):

- Consists of:
 - three Land Council representatives;
 - DIPE representative;
 - ILC representative;
 - CRC – TSM representative, as the Chair;
 - NAILSMA Coordinator, as the Executive Officer.
- Deals with all projects.
- Has links to expert working groups.
- Extensive use of e-mail communication.
- Meets at least once per year and more often as needed.
- If new core partners join NAILSMA, their representative would join the Project Steering Committee.
- Project Steering Committee meeting must be held to precede the annual Board meeting (to provide briefings and recommendations).

➤ **Coordinator Role:**

- The Coordinator has three aspects to his role:
 - NAILSMA Project:
 - Gordon Duff as Line Manager,
 - Steering Committee for project related issues;
 - NAILSMA movement:
 - service functions of Board only,
 - shouldn't be off on non-project work,
 - Board decides on high strategic directions or focus;
 - Liaison and facilitation role with partners.

➤ **Projects and Positions:**

Participants agreed the following guidelines:

- All work taken on by NAILSMA should be cross-jurisdictional and have a Northern Australian focus.
- Regional projects should be undertaken by regional organisations or local groups.
- Core NAILSMA staff will be located in Darwin, in the first instance:
 - Coordinator;
 - Project Officer;
 - Fire Information Project Officer;
 - Dugong and Marine Turtle Coordinator.
 - Indigenous Knowledge Strategy Coordinator.
 - 0.5 fte Contracts Manager (located within CRC – TSM);
 - CRC – TSM Business Manager and Finance Manager time to NAILSMA.
- The challenge for the future is to broaden the loop and investigate how the key positions can be decentralised across Northern Australia.
- Within projects, positions will be regional.
- NAILSMA investment is needed to build capacity in areas such as the Southern Gulf (eg: a Video Conferencing unit at Burketown).
- New core partners should have some chuck-in, even if only for diesel fuel.

- Forums to be held:
 - August 2004, already in the planning, beginning Monday, 23 August for 2 – 3 days, at Menggen Outstation on Innesvale Station;
 - hold one forum per year, with a different theme for part of the forum;
 - rotate to different areas.
- Other specific forums from other funding, or based within projects, to be utilised.
- Board meeting to be held back-to-back with Forums.



OUTCOME SEVEN: POTENTIAL PARTNERSHIPS

Participants identified the following potential partnerships for NAILSMA:

<i>Partner</i>	<i>Funding/ Resources</i>	<i>Expertise</i>	<i>Mentoring / Advice</i>	<i>Partnerships</i>	<i>Joint Venture</i>	<i>Comments</i>
Christensen Fund	✓					Difficulties of engaging.
Lingiari Foundation		✓	✓	✓		Senior Aboriginal people on the Board. Get engaged early, with NAILSMA Board.
LWA	✓			?		Water management is an increasing focus in Northern Australia.
CSIRO	? New program "Wealth from Oceans"	✓ Project level		? Case specific basis		Uneven opportunities. Expertise from key people.
North Australian Environment Alliance	✓ WWF	✓		Some regions, some issues		In areas, as appropriate.
ATSEF	✓ Via Closed Seas partnership	✓	✓	✓	✓	Moves very slowly, under UN auspices, looking for Indigenous engagement.
NOO	✓	Some	?	?		As a bureaucracy, future is uncertain. Five Ministers.
State and Territory Governments	✓ Potential	✓		✓		Tropical Futures as a tripartite agreement.
Commonwealth Government	✓			✓		COAG trial sites as important opportunities. NHT II.
Universities and CRC's	✓	✓	✓	✓	✓ On projects	Certain people in certain places for good research.
ILC	✓			✓		

<i>Partner</i>	<i>Funding/ Resources</i>	<i>Expertise</i>	<i>Mentoring / Advice</i>	<i>Partnerships</i>	<i>Joint Venture</i>
Myer Foundation Rural Renewal	✓				
Other private corporations and organisations.	✓				✓
For example: Indigenous Capital Limited (Evergreen fund)		✓	✓	✓	✓
Indigenous Community based organisations	✓	✓	✓	✓	✓
AIATSIS	✓		✓	✓	

Participants agreed the importance of:

- Moving from an older model of dependence on Government funding.
- Looking for new partners, especially corporate and philanthropic.
- Realising that Governments don't have the expertise to deliver changes.
- Keeping all of this in mind when designing and developing projects.
- Acknowledging the customary and cultural authority in all of this.



OUTCOME EIGHT: NEXT STEPS

The workshop agreed on the following actions:

- Outcomes Report to Joe Morrison by 10 June 2004.
 - each workshop member to discuss with their organisation.
 - aim for sign-off or ratification of structure and governance at the Board meeting preceding the August 2004 Forum.
- Develop a paper to articulate the opportunities that the model offers:
 - make the purpose and objectives clear from the Heads of Agreement document;
 - explore the thinking behind the new approach;
 - link to previous forum outcomes;
 - contract someone senior, through the Lingiari Foundation to write a draft;
 - Peter Yu to liaise with the contract writer on the outline; Joe Morrison to organise and manage the contract;
 - aim to have the paper circulated 4 – 6 weeks before the August 2004 Board meeting and Forum.
- Develop the agenda for the August 2004 Forum:
 - Joe Morrison to organise;
 - focus on projects in action;
 - move the concept of NAILSMA forward;
 - get senior community people involved and create the opportunity for younger people to learn from them;
 - seek the approval and authority of senior people.



REFLECTIONS

At the conclusion of the workshop, participants provided the following reflections:

- Very helpful; when I arrived I didn't understand the whole concept; now I understand how it works; I have a better handle on it all.
- Terrific opportunity to fill in the detail of where we've been, where we are and where we are going to; terrific to get clarity; excited about the future and direction now.
- Really good beginning to putting the pieces together; important to broaden out the loop; great opportunity to start on a fresh slate; build in capacity to learn; potential is huge.
- Feel very encouraged by how people are talking about the way this thing is going; could have just coasted along, now enough commitment to become a movement.
- A lot of time without anyone being NAILSMA; now I look forward to the new possibilities of NAILSMA.
- Great to get some direction, plus a vision; great to get some leadership from people such as Peter.
- Always good to catch up with people; hopefully very useful to Joe, must share the load.
- Good to get clearer direction; good to meet people; will provide feedback to ILC.
- Lot clearer on where NAILSMA is going; more comfortable on what is expected; nice to meet everyone.
- I think this is an important period in the history of developing a new framework for how we work.
- Must encourage senior people to get involved; recognise the potential; don't lose faith, keep plugging away; terrific runs on the board, great support.
- A breath of fresh air, getting momentum, grown outside of CRC; great working with people in the representative bodies.
- It's time now, let's get on with it.
- Gordon has been very supportive and prepared to back NAILSMA. CRC Board have been very supportive; Darryl Pearce has played a strong role in getting this going.
- Important to talk about the big picture, but it brings forward the enormity; very productive, great to refocus and to link up with frontline people; a lot of courage and a lot of trust needed; at the end of the day, have to get out there and do it.