AIATSIS and AIGI survey of gaps and challenges in Indigenous governance research and practical tools

A preliminary list of Indigenous governance research initiatives and practical resources

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May 2015

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Introduction

In June and July 2014 the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) and the Australian Indigenous Governance Institute (AIGI) conducted a survey into gaps in Indigenous governance research and practical tools. The survey, entitled 'A short survey: mapping Indigenous governance research and resources', was distributed across a broad network of organisations, institutions and individuals working in the field of Indigenous governance (including select international organisations) in preparation for the Indigenous Governance Development Forum: Mapping Current and Future Research and Resource Needs, held on 29–30 July 2014 at AIATSIS in Canberra. Thirty-eight survey responses were received.

This document presents a preliminary list of specific research initiatives and practical tools identified through the survey. The list is a working document. It is by no means exhaustive, and the authors would be grateful to hear about other initiatives that should be included. Please contact Toni Bauman at AIATSIS (toni.bauman@aiatsis.gov.au) or Robynne Quiggin at AIGI (admin@aigi.com.au).

Indicative Australian initiatives

Name	Governance capacity-building, research initiatives, tools and training	Web links
Aboriginal Peak Organisations Northern Territory (APO NT)	Aboriginal Governance & Management Program (AGMP) (2013–16): supporting the governance and management of Northern Territory Aboriginal organisations in a strengths-based, collaborative, action research approach, including: workshops; a Chief Executive Officer (CEO) and directors network for members to assist each other; demonstration sites of concentrated and sustained supports in several organisations; advice, resources and referrals to pro-bono partners and other relevant agencies; and desktop research to share on successful organisational practices and structures. The AGMP hopes to become a more permanent centre subject to funding.	http://aboriginalgovernance.org.au/
Australian Centre for Excellence for Local Government (ACELG)	Online community engagement toolkit for rural–remote and Indigenous local governments on how to do effective community engagement in development; drafts are available.	http://www.acelg.org.au/ http://www.acelg.org.au/publications/online-community-engagement-toolkit-rural-remote-and-indigenous-councils
Australian Charities and Not-for-profits Commission (ACNC)	ACNC Governance Standards Guidance (2013): a publication of governance tools and information.	www.acnc.gov.au
Australian Human Rights Commission (AHRC)	Aboriginal and Torres Strait Islander Social Justice Commissioner social justice and native title reports.	https://www.humanrights.gov.au/publications/aboriginal-and-torres-strait-islander-social-justice
Australian Indigenous Doctors Association (AIDA)	AIDA mentoring framework: aims to provide and promote strategies that will guide organisations to develop and implement sustainable mentoring programs that support Aboriginal and Torres Strait Islander medical students and doctors.	http://www.aida.org.au/mentoring.aspx

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Australian Indigenous Governance Institute (AIGI)	AIGI is a recently established centre of knowledge and excellence supporting sustainable, effective and legitimate governance by Indigenous Australians on the ground. AIGI's Strategic Agenda includes: • provision of current best-practice information through and ongoing development of the Indigenous Governance Toolkit, a multi-media online resource in transition from Reconciliation Australia (see also entry following) • provision of customised capacity-building opportunities including workshops, master classes, facilitation, mentoring and coaching to support Indigenous organisations, communities and nations to build sustainable governance capacity • training such as 'the governance trainer' program • advocacy and policy development • collaborative research about 'on the ground' Indigenous governance to increase knowledge base available to Indigenous Australians and the people working with them • acknowledging and celebrating best-practice Indigenous governance by collaborating on Reconciliation Australia's Indigenous Governance Awards (IGAs) • sector wide collaboration and commitment to collective impact and partnering with private, public and not-for-profit sectors to achieve sustainable outcomes.	http://www.aigi.com.au/
AIGI & Reconciliation Australia (RA)	The Indigenous Governance Toolkit: refreshed in 2012–13 and in transition to AIGI, the Toolkit provides a comprehensive collection of free online information and resources to support governance development in Aboriginal and Torres Strait Islander nations, communities and organisations. The Toolkit includes research content, best-practice information, case studies, workbooks, policy-making tools, visual tools, video interviews with Indigenous leaders, groups and organisations, templates and checklists for self-evaluation of governance. The IGAs are held every two years by RA in partnership with BHP Billiton to identify, celebrate and promote effective Indigenous governance, including Aboriginal and Torres Strait Islander people implementing decisions about their communities, lives and futures, demonstrating strong leadership and brave and creative thinking. There are two award categories:	http://www.reconciliation.org.au/governance/ http://www.reconciliation.org.au/iga/

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	A Outstanding examples of Indigenous governance in Indigenous incorporated organisations B Outstanding examples of Indigenous governance in non-incorporated initiatives or projects.	
Australian Indigenous Leadership Centre (AILC)	AILC training and capacity development includes: • Certificate IV in Indigenous Governance • Certificate IV Indigenous Leadership • Certificate IV in Governance • Certificate II Indigenous Leadership, including a range of non-accredited short courses on leadership such as national and regional women's, men's and youth's leadership programs, problem solving, above-line thinking, and negotiating. • advanced diploma leading to MA and PhD • diversity and mentoring courses (1, 2 or 3 days) • workforce planning and skills audits.	http://www.ailc.org.au/ Materials available at the courses
Australian Institute for Health and Welfare (AIHW) and Closing the Gap Clearinghouse	Improving governance performance through innovations in public finance management in remote Australia (2013–14). Evidence and information relating to leadership and governance-building, a research and evaluation register containing approximately 207 government reviews and evaluations relating to governance and 83 references and publications. Relevant publications include, for example: K Tsey, J McCalman, R Bainbridge & C Brown 2012, *Improving Indigenous community governance through strengthening Indigenous and government organisational capacity* and *Funding Indigenous organisations: Improving governance performance through innovations in public finance management.* J Hunt 2014, *Engaging with Indigenous Australia — exploring the conditions for effective relationships with Aboriginal and Torres Strait Islander communities.* M Moran, D Porter and J Curth-Bibb 2014, *Funding Indigenous organisations: improving governance performance through innovations in public finance management in remote Australia.*	http://apo.org.au/files/Resource/aihw_fundingindigenousorganisations_sep_2014.pdf http://www.aihw.gov.au/closingthegap/Results.aspx?bbl=Governance+and+Leadership http://www.aihw.gov.au/closingthegap/publications/ http://www.aihw.gov.au/uploadedFiles/ClosingTheGap/Content/Publications/2012/ctgc-rs10.pdf http://www.aihw.gov.au/uploadedFiles/ClosingTheGap/Content/Publications/2013/ctgc-ip5.pdf http://www.aihw.gov.au/uploadedFiles/ClosingTheGap/Content/Our_publications/2014/ctgc-ip11.pdf

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Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) & **Native Title Research Unit (NTRU)**	Indigenous Facilitation and Mediation Project (IFaMP) (2003–06). Native Title Corporations (PBC and RNTBC) Project: • National PBC workshops for PBC directors, members and staff, providing an opportunity to network, share experiences and discuss key issues around PBC governance often in conjunction with the National Native Title Conference. • RNTBC national working group, a small group of committed people willing to work towards establishing a national peak body which recommended a focus on regional meetings and reformed at the 2013 National Native Title Conference. • PBC regional workshops in 2011, 2012 and 2013 (Cairns, Melbourne and Perth respectively) to support networking and promote dialogue between PBCs and their key stakeholders – namely state and territory governments. • Torres Strait Regional PBC workshops, planning and facilitation of four meetings and workshops in the Torres Strait between December 2007 and June 2009 focused on the role of native title in the region and the relationship with the community and other regional governance bodies, including the Torres Strait Regional Authority and the Torres Strait Island Regional Council. • National PBC Network and PBC Support Officers Network: two national networks – the first, for PBCs, aims to coordinate the flow of information to PBCs; the second, for NTRB/NTSP staff who work with PBCs, aims to support a community of practice in PBC capacity-building. • Bardi Jawi Governance Project (AIATSIS, Kimberley Land Council, Bardi Jawi RNTBC): communication and relationship-building, common ground exercises to help resolve intra-Indigenous governance disputes and mapping of interests. • Karajarri climate change adaptation and decision-making project (AIATSIS, Karajarri Traditional Land Association, Nulungu): whole-of-country planning, 'whole system in the room' techniques to resolve complex environmental governance decisions. • AIATSIS PBC Survey (2013), to capture information around the capacity, activities and sources of support for PBCs around Australia to inform policy (forthcoming).	http://pandora.nla.gov.au/tep/71514 http://aiatsis.gov.au/research-and-guides/prescribed-bodies-corporate http://nativetitle.org.au/documents/3%20Living%20with%20native%20title%20book%20interactive%20PDF.pdf http://aiatsis.gov.au/sites/default/files/docs/research-and-guides/native-title-research/BJGOVNEWSLETTER1sm.pdf http://www.aiatsis.gov.au/research/lw/documents/ktla.pdf http://aiatsis.gov.au/research-and-guides/prescribed-bodies-corporate

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	• PBC demographics research (2014–15): analysis of ORIC data to produce a demographic snapshot of PBC directors highlighting age and gender characteristics and exploring implications in context of native title system and broader Indigenous population and policy. • AIATSIS PBC funding and training guides: annually updated lists of sources of public and private funding and training of relevance to PBCs aiming to provide PBCs with a means to more easily find support. • PBC Toolkit (2014–15): a comprehensive information resource for PBC directors, members and staff. Currently being developed in collaboration with the North Queensland Land Council. • Knowledge Management Data Base: access to data on legal precedents concerning native title jurisprudence and agreement-making, as well as native title related corporate structures. • Capacity building and approaches to disputes: aims to inform the Representative title sector about innovative approaches to capacity-building in decision-making and dispute management in the Right People for Country program in Victoria. • Director of Research: various publications on native title governance, rights, agreement-making, tenure, structures of corporations and tax. Governance and Public Policy Research Fellowship (2001 ongoing): range of foci including: • the Indigenous not-for-profit sector, Australian government policy, the national Indigenous Reform Agreement, national partnership agreements and sustainable employment initiatives on Aboriginal lands (2001–13) • mapping Indigenous governance research and practical resource needs, consensus-building, collaborative management, capacity-building, dispute management and training approaches for PBCs, NTRBs (2013 ongoing).	http://aiatsis.gov.au/sites/default/files/products/issues_paper/gender_and_generation_in_native_title.pdf http://aiatsis.gov.au/sites/default/files/products/native_title_newsletter/aug14.pdf http://aiatsis.gov.au/research-and-guides/agreement-precedents-knowledge-management-initiative http://aiatsis.gov.au/bio/dr-lisa-strelein http://aiatsis.gov.au/research/research-themes/governance http://ncis.anu.edu.au/people/sullivan.php http://www.aiatsis.gov.au/ntru/toni.html

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Australian Institute of Company Directors (AICD)	Indigenous Governance Program: a six-module program specifically designed for Aboriginal and Torres Strait Islander organisations. Modules can be delivered separately or combined in interactive half-day workshops. The Company Directors Course, whilst not specifically designed for Indigenous boards or individuals, is more comprehensive in governance training and is recognised by a number of universities. Indigenous people have graduated from their courses.	http://www.companydirectors.com.au/Courses
	Professional Development Handbook: assists with planning and personalised development pathway.	http://www.companydirectors.com.au/Courses/Professional-Development-Handbook
	Director Resource Centre: includes information for directors and boards including for not-for-profit organisations which can be tailored and governance analysis tools (additional material available if a member of AICD).	http://www.companydirectors.com.au/Director-Resource-Centre/Governance-analysis-Tool
	Board Ready Program: provides diversity scholarships for women.	http://www.companydirectors.com.au/General/Header/Media/Media-Releases/2014/Board-ready-scholarships
Australian National University (ANU), Centre for Aboriginal Economic Policy Research (CAEPR) & RA	The Indigenous Community Governance (ICG) Research Project (2004–08): a partnership between CAEPR and RA to research Indigenous community governance with participating Indigenous communities, regional Indigenous organisations and leaders across Australia, capturing what works, what does not, and why. Over four years of intensive field research in partnership with 12 Indigenous groups, communities, regions and organisations across remote, rural and urban locations. Comparative methodology with a comprehensive field manual allowing for documenting of diverse solutions as well as a common set of systemic principles, values and norms. The ICG developed a substantial body of evidence, case studies, reports and analyses, including a major toolkit of electronic resources (see AIGI and RA). Resources include: an annotated bibliography, community governance-development case studies, 10 key message type tips, papers about policy, concept of governance, evaluation, methodology, community development practice, and governance capacity-building. Also community newsletters and visuals of organisational governance structures. See also J Hunt, D Smith, S Garling & W Sanders 2008, *Contested Governance: Culture, Power and Institutions in Indigenous Australia*.	http://caepr.anu.edu.au/governance/index.php http://caepr.anu.edu.au/StaffProfiles/hunt.php http://ncis.anu.edu.au/people/smith.php HTTP://caepr.anu.edu.au/StaffProfiles/Diane-Smith http://press.anu.edu.au/titles/centre-for-aboriginal-economic-policy-research-caepr/c29_citation/

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ANU, National Centre for Indigenous Studies (NCIS) & and others	ARC Linkage Grant: 'Return, reconcile, renew: understanding the history, effects and opportunities of repatriation and building an evidence base for the future' [LP130100131], involving the University of Melbourne, the University of Queensland, Flinders University, AIATSIS, Office for the Arts (Australian Government Department of Regional Australia, Local Government, Arts and Sport), Kimberley Aboriginal Law and Culture Centre, Ngarrindjeri Regional Authority (NRA), National Museum of Australia, University of Otago, Association on American Indian Affairs, Museum of New Zealand Te Papa Tongarewa, and Gur A Baradharaw Kod Torres Strait Sea and Land Council Torres Strait Islander Corporation.	
Australian Rural Leadership Foundation (ARLF)	Programs supporting Indigenous Leadership engage Indigenous participants through either the ARLF flagship leadership program (ARLP) or its short courses. Indigenous participants have been involved in the Torres Strait Islander Young Leaders' Program, the Telstra Foundation Program, TRAIL (Training Rural Australians in Leadership), Blackwood (client-based leadership program), TRAILblazers, Rural Industries Research & Development Corporation (RIRDC) Rural Leaders' Program and the Torres Strait Women's Program. Graduate Certificate of Australian Rural Leadership supported by James Cook University. One-on-one support for people from non-academic backgrounds who live in isolated parts of Australia to enable them to complete study and gain the award. Members of the alumni and graduates involved in supporting Indigenous Australians through various fields of endeavour.	http://rural-leaders.com.au/ Contact Jennifer Andrew http://rural-leaders.com.au/programs/australian-rural-leadership-program-for-established-leaders http://rural-leaders.com.au/programs/client-specific-programs http://rural-leaders.com.au/programs/trail-for-emerging-leaders http://rural-leaders.com.au/programs/trail%3Cem%3Eblazers%3Cem%3E-for-seasoned-leaders
Cape York Institute for Policy and Leadership (CYIPL) & others	Constitutional Reform proposals perfecting the nation's highest legal authority including by enshrining recognition of Indigenous people and languages. 2014 and 2015 submissions to the Joint Select Committee making the argument for a constitutional amendment to establish an Indigenous body to consult with and advise Parliament on laws and policies affecting Indigenous interests.	http://www.recognise.org.au/wp-content/uploads/shared/uploads/have_your_say/28ca6956db6961ba8ccf.PDF http://capeyorkpartnership.org.au/wp-content/uploads/2015/01/Submission-to-Joint-Select-Committee_October-2014.pdf http://capeyorkpartnership.org.au/wp-content/uploads/2015/02/Supplementary-Submission-to-Joint-Select-Committee-January-2015.pdf

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CIYPL, Qld Family Responsibilities Commission (FRC) & others	Cape York Welfare Reform (since 2008): tripartite partnership between Cape York regional organisations, aims to restore socially responsible standards of behaviour, local authority and wellbeing in four participating Cape York communities (Aurukun, Coen, Hope Vale and Mossman Gorge). The FRC is responsible for rebuilding and promoting respect for local authority through early intervention, outlining and reinforcing community agreed values and expected behaviours; determining appropriate actions to address dysfunctional behaviours; providing mentoring and support as well as integrated case management; and referring individuals to community support services and income management. Supporting parents and families are required to understand their responsibilities and to put the needs of their children first, get their children to school every day, meet their commitments at home and abide by the law.	http://www.cyp.org.au/cape-york-welfare-reform http://www.frcq.org.au/ http://www.datsima.qld.gov.au/publications-governance-resources/policy-governance/cape-york-welfare-reform
Charles Darwin University (CDU), Australian Centre of Indigenous Knowledges and Education (ACIKE)	Clarifying Roles and Responsibilities and Accountability Framework (2014 ongoing): planning workshop to clarify roles and responsibilities of two partner tertiary institutions followed by the development and implementation of an accountability framework.	www.cdu.edu.au/acike
CDU, Northern Institute & GroundUp	Governance and Leadership Development Strategy (2013–15): Indigenous governance and leadership development in five Northern Territory (NT) communities (Gapuwiyak, Milingimbi, Ramingining, Wurrumiyanga and Ntaria). Academic researchers and facilitators from CDU, the Tangentyere Research Hub, Rise Up and Merri Creek productions are working in remote NT communities to build up local governance and leadership. The research teams work both ways and from the ground up.	www.cdu.edu.au/centres/groundup/igld
Northern Research Futures (NRF) Collaborative Research Network	NRF is a multi-disciplinary collaboration to establish the important research architecture essential to meeting the national challenges associated with living sustainably in the remote tropic zone and the interfaces between community and environment.	http://www.cdu.edu.au/northern-institute/collaborative-research-network-program
Crime and Misconduct Commission (CMC 2002–14), Queensland, now Crime and Corruption Commission (CCC)	Responsible for governance and accountability issues in Queensland's Indigenous councils including capacity-building workshops and materials for Queensland's Indigenous councils (approx. 1999–2000).	http://www.ccc.qld.gov.au/ http://www.justice.qld.gov.au/corporate/justice-initiatives/crime-and-misconduct-commission

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Commonwealth Scientific and Industrial Research Organisation (CSIRO)	<u>Office of Indigenous Engagement</u> helps deliver Indigenous engagement strategy with four goals of developing scientific opportunities, Indigenous employment, Indigenous education outreach and cultural learning and development. Supports all CSIRO scientists who wish to better understand ethical and cultural practices when working with or for Indigenous people and communities including guidance in use of traditional knowledge and identifies opportunities to employ Indigenous staff, cadets or trainees into projects. Complemented by an Indigenous staff forum, an engagement committee with representatives of all business units, and an external steering committee.	www.csiro.au/
CSIRO partnership with Wet Tropics Aboriginal people (& others including AIATSIS)	<u>National Environmental Research Program, Tropical Ecosystems Hub</u>: undertaking co-research with Indigenous peoples and protected area managers to further investigate the potential of Indigenous protected areas and other collaborative models and tools to engage Indigenous values and world views, and to identify the conditions under which these arrangements lead to effective protected-area joint management.	http://www.nerptropical.edu.au/
Department of Environment and Primary Industries (DEPI), Victoria	<u>Traditional owner governance</u> in the implementation of formal recognition agreements.	http://www.bing.com/search?q=Department+of+Environment+and+Primary+Industries,+Victoria&src=IE-TopResult&FORM=IE10TR
Department of Justice (DOJ), Victoria	<u>Threshold Guidelines</u> under the *Traditional Owner Settlement Act* Victoria (2013): a publication regarding the requirements including of Indigenous governance for entering into negotiations for land settlements arising out of a series of workshops with relevant stakeholders.	http://www.justice.vic.gov.au/home/your+rights/native+title/threshold+guidelines
Department of Local Government and Regions, NT	The NT government is committed to improved services in regional and remote areas of the NT and consulted in 2013 with communities and stakeholders. It published an options paper and a final consultation report.	http://www.localgovernment.nt.gov.au/lgr-home/local_government_reviews/review_of_regional_governance_2013
Empowered Communities	Indigenous leaders from eight regions (North East Arnhem Land in NT, Sydney and the Central Coast of New South Wales (NSW), the Murray Goulburn region of Victoria, the Cape York Peninsula in Queensland, the East and West Kimberley regions of Western Australia (WA) and the NPY lands in the Central Desert region that borders South Australia, WA and NT) collaborating to develop proposals for structural reforms. Aims to ensure more customised and coordinated government initiatives and provide greater empowerment of local Indigenous leaders over activities in their communities and that government investment is informed by local needs and priorities. Includes initial	http://cyi.org.au/empowered-communities http://www.dpmc.gov.au/indigenous_affairs/index.cfm

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	discussion of flexible financial arrangements, accountability mechanisms and the ability to devolve decision-making to communities and regions. Processes for government working with Indigenous leaders on the best ways to devolve decision-making and allow communities to take greater control over issues that affect them and with the corporate sector (Jawun, Westpac etc) and how to best support local leadership and capacity-building in communities. See Wunan Foundation 2015, *Empowered Communities: Empowered Peoples Design Report*.	http://www.dpmc.gov.au/sites/default/files/publications/EC%20Report.pdf
Department of Premier and Cabinet, South Australia (SA)	<u>Aboriginal Regional Authorities (ARA)</u>: regional approach to Indigenous governance commenced by SA Government in July 2013 concerning proposed Aboriginal Regional Authorities. A consultation paper and 20 submissions have been published.	http://dpc.sa.gov.au/aboriginal-regional-authorities http://dpc.sa.gov.au/sites/default/files/pubimages/documents/aard/ARA%20Consultation%20Paper%202013.pdf
Department of Premier and Cabinet, Victoria, **Office of Aboriginal Affairs Victoria (OAAV)**	<u>Governance training</u>, for Aboriginal organisations, 3-day workshop, also Certificate IV for Business (governance). <u>Leadership development and capacity-building</u>. <u>Right People for Country (RPfC) Program</u> (2009 ongoing): supports traditional owners to negotiate country, boundaries, group composition and representation agreements and assists traditional owner groups to gain formal recognition under the *Aboriginal Heritage Act*, *Traditional Owner Settlement Act* and *Native Title Act*. Support is provided to: prepare and plan for agreement-making; strengthen skills and confidence to negotiate, manage difference of opinion and reach agreements; meet together to visit country, share stories and knowledge, negotiate and make agreements; document agreements for traditional owner groups and future generations; and facilitate coordination and collaboration among key stakeholders to better support effective agreement-making. Activities and tools include growing the pool of Victorian traditional owners as facilitators and leaders in agreement-making, interest-based negotiation framework and negotiation skills training, facilitated consensus-building processes regarding group composition and representation, and resources about traditional owner led agreement-making.	http://www.dpc.vic.gov.au/index.php/aboriginal-affairs/projects-and-programs/governance-and-training http://www.dpc.vic.gov.au/index.php/aboriginal-affairs/projects-and-programs/right-people-for-country-project

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Department of Premier and Cabinet, Victoria	Victorian Aboriginal Heritage Council (VAHC) governance initiatives and lessons in appointing Registered Aboriginal Parties (RAPs)	http://www.dpc.vic.gov.au/index.php/aboriginal-affairs/victorian-aboriginal-heritage-council
Federal Court of Australia	Case study project in Indigenous dispute management (2003–06) with AIATSIS as chief investigator, '*Solid Work you Mob are Doing*'. Comparative case studies, drawing-out of commonalities and difference and practical advice. See also recommendations to the National Alternative Dispute Resolution Advisory Council (NADRAC).	http://www.ag.gov.au/LegalSystem/AlternateDisputeResolution/Documents/NADRAC%20Publications/solid-work-you-mob-are-doing.pdf http://www.ag.gov.au/LegalSystem/AlternateDisputeResolution/Documents/NADRAC%20Publications/Indigenous%20Dispute%20Resolution%20and%20Conflict%20Management%20-%20NADRAC%20recommendations%20to%20the%20Attorney-General%20of%20Australia.PDF
Federation of Victorian Traditional Owner Corporation (FVTOC)	Alliance of Victorian traditional owner corporations aiming to be a strong representative voice, committed to caring for country, increasing economic opportunities and broadening political engagement.	http://fvtoc.com.au/
Fitzroy Valley Futures Community Forum, Fitzroy Crossing Kimberley, WA	Community wide governance decision-making forum specifically focused on service delivery priorities and being a community decision-making interface for working with government.	http://www.fitzroyvalleymen.org.au/ai1ec_event/fitzroy-valley-futures-forum-on-19th-of-september/?instance_id=
Flinders University	Indigenous Strategy and Engagement, Office of Dean: A new education program will assist South Australian State Government agencies and Aboriginal nations to work together with greater understanding to rebuild capable contemporary Aboriginal governing institutions. Aboriginal Nation (Re)Building Curriculum: An essential component of the South Australian Government's Aboriginal Regional Authority Policy announced in 2013. The government proposes to develop an Aboriginal Governance Recognition Act that values the unique cultural identity of Aboriginal nations and sets out guiding principles for cooperation between the government and Aboriginal communities.	http://flinders.edu.au/oise/oise_home.cfm

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Indigenous Business Australia (IBA)	IBA offers: financial advice, home and small business loans, traditional owner, native title and investment services, business development and assistance programs and workshops. 2013 *Growing with Governance Forum* Indigenous Investment Principles	http://www.iba.gov.au/ http://www.iba.gov.au/business-ownership/ http://www.iba.gov.au/business-ownership/into-business-workshops/ http://www.iba.gov.au/investments/case-studies/case-study-indigenous-investment-principles/ http://www.iba.gov.au/investments/our-investment-philosophy/our-investment-guiding-principles/
Indigenous Land Corporation (ILC)	National Education, Extension and Training Pilot (approximately 1999–2001): Prior to divestment of properties, the ILC would engage the recipient group in governance training. This included in some instances training in interpersonal skills such as team building, decision-making and conflict resolution through the use of experiential learning techniques. T2E Training to Employment Program: delivers enterprise-based training in tourism and agriculture with a guaranteed job opportunity for all graduates.	http://www.ilc.gov.au/ http://www.t2e.org.au/Home
James Cook University (JCU)	Wet Tropics Indigenous Cultural Heritage Project: supporting Indigenous-led governance and strategy in progressing the relisting of the Wet Tropics for its cultural values. Northern Futures Collaborative Research Network: exploring broad themes of governance related to northern Australia, inclusive of Indigenous governance (see also Charles Darwin University). Grow North Cooperative Research Centre Proposal: supporting traditional owners to explore improved governance systems to progress their agricultural and pastoral development aspirations.	http://www.cdu.edu.au/the-northern-institute/collaborative-research-network-program http://www.agnorthcrc.com/
Justice Connect Not-for-profit (JCNP)	JCNP Governance Fact Sheets and legal information for community organisations: JCNP works with the corporate and community sectors to increase access to justice for the disadvantaged.	http://www.justiceconnect.org.au

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Various tools, training and governance-building initiatives	PlanTrak: web-based tool which helps boards, managers and staff track implementation of plans including key performance Indicators and deliverables/milestones in a visual and easy way. Specially designed for community-based Aboriginal boards (and other non-government organisations (NGOs)), also applicable to larger organisations.	http://www.moretonconsulting.com.au/content.php/category/id/76
	Together Now; Making Cross-Cultural Partnerships Work: a two-day workshop with a strengths-based approach for Indigenous and non-Indigenous participants. Topics include: considering diversity, group and individual, world views, leadership in cross-cultural relationships, developing people-first behaviours and capabilities, stereotypes, strategies, etc.	learn2lead@optusnet.com.au
	Governance training: video and cattle boss board game (1996).	http://trove.nla.gov.au/work/14429565?selectedversion=NBD12441378
	Financial literacy resources	www.littlefish.com.au
National Congress of Australia's First Peoples (Congress), Sydney	First Peoples Framework for Engagement (2011–12): commits the parties to work together to build a just relationship between Congress and government. The framework sets out the principles, values and responsibilities that will guide dialogue, actions and negotiations between Congress and government.	http://nationalcongress.com.au/
		http://nationalcongress.com.au/engagement-framework/
	International rights: working in Australia and oversees to progress human rights with the aim of recognition, increased awareness and effecting positive change. Congress members presented to United Nations in 2014.	http://nationalcongress.com.au/international-rights/
	National Congress Health Leadership Forum (NHLF): Congress has teamed with eleven Aboriginal and Torres Strait Islander health groups to form the NHLF.	http://www.naccho.org.au/aboriginal-health/national-congress-health-leadership/
Native Title Bodies and Land Councils (to be advised)	Cape York Land Council (CYLC): • Community Relations Unit to ensure traditional owners are consulted and represented about all land and sea business on country. • PBC Support Unit to help meet their compliance requirements.	http://www.cylc.org.au/index.php/our-role-and-functions/community-relations-unit/?search_paths[]=&query=PBC+governance&submit=search
	Central Land Council (CLC) Community Development Unit: developing principles and processes that build self-reliance, strengthen communities and promote good governance through the participation of local people in designing and implementing their own development projects. There are four broad program objectives:	http://www.cylc.org.au/our-role-and-functions/prescribed-body-corporate-support/

Name	Governance capacity-building, research initiatives, tools and training	Web links
	• maximise opportunities for Aboriginal engagement, ownership and control, particularly in relation to the management of resources • generate service outcomes which benefit and are valued by Aboriginal people, including social, cultural and economic outcomes • build an evidence base for CLC's community development approach and its value in building Aboriginal capabilities • share lessons learned with other government and non-government agencies. An independent evaluation was released in 2014. CLC Lajamanu Community Governance Project: to develop and support local governance. Project steering group comprised the Australian and NT governments, RA and the Coordinator General of Remote Indigenous services and mentor group comprising governance experts. Slow developmental process to enable Warlpiri residents to think through options for re-establishing meaningful forms of governance from a grass roots cross-cultural perspective which articulates aspirations and diversity of community residents, provides for a strong community 'voice' and increased participation, recognises and builds leadership capacity, ensures government agencies' and other organisations' consultations and engagement are targeted and effective, and provides a model for successful and legitimate community governance that can be applied more broadly. Detailed paper on the project undergoing peer review at AIATSIS. Native Title Services Victoria (NTSV): • Country planning and governance support • Governance capacity-building for traditional owners.	http://www.clc.org.au/articles/info/community-development http://www.clc.org.au/articles/info/review-gives-clcs-community-development-program-thumbs-up http://www.clc.org.au/publications/content/independent-evaluation-of-the-central-land-councils-community-developm/ http://www.clc.org.au/files/pdf/Community_Governance_project_Brief_FINAL_December_2010.pdf http://www.ntsv.com.au/ http://www.ntsv.com.au/our-work/
Ngarrindjeri Nation	Ngarrindjeri Regional Authority (NRA): Research and Policy Planning Unit based at Flinders University. Kungun Ngarrindjeri Yunnan Agreement (KNYA) process, 'Listen to Ngarrindjeri people speak' also addresses contract agreements.	http://www.ngarrindjeri.org.au/ See for example: https://www.murraybridge.sa.gov.au/webdata/resources/files/Kungun_Ngarrindjeri_Yunnan_Agreement.pdf

Name	Governance capacity-building, research initiatives, tools and training	Web links
	The Ngarrindjeri Sea Country Plan (2006), or the Ngarrindjeri Nation Yarluwar-Ruwe Plan, provides ways to affirm contemporary nationhood and negotiate with Australian governments.	http://www.environment.sa.gov.au/about-us/aboriginal-partnerships http://www.environment.gov.au/indigenous/publications/pubs/ngarrindjeri-scp-2006-1.pdf
North Australian Indigenous Land and Sea Management Alliance (NAILSMA)	Indigenous-led not-for-profit company undertaking research and training to support Indigenous aspirations for land and sea management across north Australia. Example of challenge of building and maintaining a governance structure that brings together Indigenous groups across a large region.	http://www.nailsma.org.au/ http://www.nailsma.org.au/publications
	North Australian Indigenous Experts Forum provides advice to the Northern Australia Ministerial Forum on key strategic policy interests relevant to Indigenous people's aspirations for sustainable development. NAILSMA provides the secretariat for the Indigenous Experts Forum.	http://www.nailsma.org.au/hub/programs/north-australian-indigenous-experts-forum-sustainable-economic-development
	Dugong and Marine Turtle Project brought together Indigenous communities, research, government and NGOs to deliver Regional Activity Plans developed by Indigenous groups (land councils, ranger groups and traditional owners). Plans were holistic and included wide range of sea country management activities beyond its day-to-day management. Project well reviewed by all, considered a landmark, and won several awards including national Banksia Foundation Award.	http://nailsma.org.au/saltwater-people-network/dugong-and-marine-turtle-project
	Tracker Program designed to put the power of data back into Indigenous hands. Provides tools, training, technical supports to Indigenous rangers to assist them to deliver community-based management plans, engage in payment for service contracts, participate in regional, international, government etc. initiatives. Focus on providing culturally and scientifically robust tools. Won several awards including national Banksia Foundation Award.	http://www.nailsma.org.au/hub/programs/i-tracker http://www.nailsma.org.au/hub/resources/publication/looking-after-country-nailsma-i-tracker-story
Notre Dame University, Nulungu Centre for Indigenous Studies, Broome	A range of Indigenous community research projects, some in partnership with the Kimberley Aboriginal Law and Culture Centre on cultural governance.	http://www.ndcis.org.au/
Office of Communities Aboriginal Affairs, NSW	OCHRE (opportunity, choice, healing, responsibility, empowerment): a NSW Government plan for Aboriginal affairs launched in April 2013. Several publications are available including the plan, an executive summary, a taskforce final report and a one year on brochure.	http://www.aboriginalaffairs.nsw.gov.au/ochre-interactive-map/

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Office of Environment and Heritage, NSW	Expanding joint management in NSW under formalised governance arrangements to 25% of NSW parks system developing corporate plan and flow through planning and management in NSW Office of Environment & Heritage.	http://www.environment.nsw.gov.au/
	The Strengthening Aboriginal Community Wellbeing Toolkit: a software-based support tool designed to help Aboriginal community groups to assess their current level of wellbeing and develop goals to improve wellbeing.	http://www.environment.nsw.gov.au/nswcultureheritage/WellbeingToolkit.htm
Office of the Registrar of Indigenous Corporations (ORIC)	Range of training, information, guides and templates, including a healthy corporation checklist and training programs centered on the Registrar's commitment to increase corporate governance knowledge, skills, efficiency and accountability within corporations.	http://www.oric.gov.au/ http://www.oric.gov.au/resources http://www.oric.gov.au/free-templates/healthy-corporation-checklist
	Governance introductory workshops, training courses, certificates and diplomas including native title modules.	http://www.oric.gov.au/training/about-our-courses http://www.oric.gov.au/start-corporation/rule-book
	Independent director's portal matching recruitment needs with job seeking directors is coming soon.	http://www.oric.gov.au/oric-oracle-august-2014-independent-directors-centre-spread
	Information and tools are available for corporations, NTRBs and PBCs such as Rule Books and guides.	http://www.oric.gov.au/publications/rule-book/guide-writing-good-governance-rules-pbcs-and-rntbcs
Productivity Commission	Overcoming Indigenous Disadvantage reports: governance and leadership governance related examples. 2011: six key determinants of good governance have been identified – governing institutions, self-determination, leadership, capacity-building, cultural match and resources – and illustrated using case studies. Examples drawn from the IGAs, from consultations by the Secretariat and studies into governance. 2014: Aboriginal and Torres Strait Islander Australians' economic and several health outcomes have improved over the longer term, justice outcomes continue to decline	http://www.pc.gov.au/gsp/overcoming-indigenous-disadvantage/key-indicators-2011 http://www.pc.gov.au/research/recurring/overcoming-indigenous-disadvantage/key-indicators-2014/key-indicators-2014-report.pdf

Name	Governance capacity-building, research initiatives, tools and training	Web links
Queensland Aboriginal and Islander Health Council (QAIHC)	Sustainable Governance Program: leading the way for peak organisations in developing and delivering governance programs designed to strengthen and sustain best-practice governance principles for Aboriginal and Torres Strait Islander organisations.	http://www.qaihc.com.au/business-units/sector-development/qaihc-sustainable-governance-program/
Queensland Resources Council (QRC)	Memorandum of Understanding between the Queensland Government and the QRC (on behalf of the resources industry) to increase Indigenous participation in the Queensland resources sector since 2008, including participation in the coal and coal seam gas sectors, has identified the need to develop governance and management capacity amongst the affected native title groups in the Surat Basin and Central Queensland. Progressing a proposal for providing governance capacity-building support late in 2015.	www.qrc.org.au/01_cms/details.asp?ID=3121
Redfern Foundation, NSW	A small philanthropic trust which is an example of a 'black/white' partnership which deliberately has recipient organisations as members of the board of directors. The Foundation supports Mudgin Gal Aboriginal Women's Corporation, the Tribal Warrior Association and Babana Men's Group with an annual grant.	http://www.redfernfoundation.org.au/
The Aurora Project	Programs aimed at increasing capacity of NTRBs to support native title groups including focused sessions on resources sector including: - Scoping Study into the training and support needs of PBCs Report submitted to FaHCSIA June 2010. - Pilot Workshops 2012: 'Understanding and managing native title for PBCs' (4-day) comprising 2-day 'Understanding future acts and ILUAs for PBCs' and 2-day 'Managing native title matters: group consultation and decision-making' in Cairns and Broome. 'Structuring Entities to Achieve Group Aspirations': for staff designing native title corporations, 2-day workshop for NTRB staff, Coffs Harbour, 5–6 June 2014. - Community Development Projects: designing, implementing and monitoring projects, 3-day workshop for NTRB staff, Adelaide 22–24 July 2014. Using case studies to discuss development projects and community development theory, a focus on the monitoring and evaluation elements of program design. 'Achieving Informed Consent': innovative methods for group engagement and conducting community meetings, 3-day	http://www.auroraproject.com.au/native_title

Name	Governance capacity-building, research initiatives, tools and training	Web links
	workshop for NTRB staff, Brisbane, 1–3 April 2014. • Agreement Making: various programs offered since 2009. • Resource Economics: a specialised program covering mineral, oil and gas economics, for NTRB staff, Alice Springs 6–7 June 2013. • Strategic Negotiation: offered on four occasions since 2010. Not offered in 2014. Interest-based negotiation skills development led by experienced mediators/negotiators. Offers theoretical framework and framework for preparing for negotiations as well as practical application with coaching over two-and-a-half days. • Conflict Management: offered as a stand-alone program on three occasions and then integrated into other programs (e.g. Management Development 2014), provides NTRB staff with framework and core skills development to engage with conflict and work in contested environments and to help reduce levels of conflict in native title work. Tools and practical resources including hand books, and fact sheets such as Aurora PBC Fact Sheet 'Legal Context for PBC Decision Making' (Fact Sheets also available on Future Acts, Right to Negotiate and ILUAs) and training manuals available at the courses. The Aspiration Initiative, an internships and an education program: includes academic enrichment camps for high school and scholarship and bursary programs for international study tours, postgraduate studies and executive development programs.	http://www.auroraproject.com.au/ntrb_resources http://www.auroraproject.com.au/PBCs_working_in_two_worlds http://www.auroraproject.com.au/aurorainternshipprogram http://www.auroraproject.com.au/ntrbscholarships http://theaspirationinitiative.com.au/ http://www.perkinstrust.com.au/ http://www.robertasykesfoundation.com/
University of Melbourne, School of Government, Melbourne Law School **(MSoG)**	Indigenous Nation Building: Theory; Practice and its emergence in Australia's public policy discourse (2014–16) is a project funded through an intra-university grant from Melbourne School of Government to Melbourne Law School; continues collaborative research begun in an earlier ARC Discovery Project grant hosted by the University of Technology Sydney. Among other efforts, the	https://government.unimelb.edu.au/indigenous-nation-building

Name	Governance capacity-building, research initiatives, tools and training	Web links
	research engages two Indigenous nations in Australia, and adds a third, comparing self-governance strategies and progress. The project is conducted hand-in-hand with the ARC Linkage Project [LP140100376], hosted by University of Technology Sydney, which is a collaboration among seven universities and three Aboriginal nations. Advancing Indigenous Governance (2014–17): an initiative by MSoG to engage with important Indigenous nation-building developments and to coordinate and participate in extensive Indigenous self-governing research. MSoG's efforts raise the prominence of Indigenous governance (and government) by featuring it side-by-side with the school's academic focus on Australian and international governments.	https://government.unimelb.edu.au/indigenous-nation-building.
National Climate Change Adaptation Research Facility (NCCARF) & Department of Climate Change and Energy Efficiency (DCCEE)	National Indigenous Climate Change (NICC) Project: enabling Indigenous knowledge and decision-making systems to inform carbon offset, also involving other governance research including how Indigenous knowledge and values can be incorporated into coastal and freshwater water planning decisions and management.	http://www.indigenousclimatechange.com.au/casestudy6.aspx
University of Queensland (UQ)	Institute for Social Science Research (ISSR): UQ flagship institute for the social sciences with wide-ranging research programs including Australian Indigenous and international development context on decentralised governance, public finance reform and complex adaptive systems and increasing Indigenous participation in the resources sector. School of Political Science and International Studies (SPSIS): specialises in governance including mediation, facilitation, conflict resolution, culture, and peace-building in Aboriginal Australia and Indigenous governance generally. Projects include 'Toward integrated governance for improved Indigenous outcomes' (2012–13), funded by Institute of Urban Indigenous Health; and 'Advancing governance in community controlled Indigenous health, recalibrating corporate, community and government accountability'. School of Political Science and International Studies (SPSIS) Natural Resources Stewardship and Governance in First Nations: current, advancing governance in community controlled Indigenous health: recalibrating corporate, community and government accountability; School of Political Science and International Studies.	http://www.issr.uq.edu.au/ http://researchers.uq.edu.au/researcher/1093 http://www.polsis.uq.edu.au/index.html http://issr.uq.edu.au/staff/limerick-michael http://researchers.uq.edu.au/researcher/992 http://researchers.uq.edu.au/research-project/15268 http://nacchocommunique.com/2012/07/02/governanceurgent-remedy-needed-for-aboriginal-community-healthcare/

Name	Governance capacity-building, research initiatives, tools and training	Web links
UQ & University of British Columbia (UBC)		
University of Sydney, National Centre for Cultural Competence (NCCC)	Developing and integrating cultural competence through innovative learning, teaching, research and engagement in the first instance from the standpoint of Aboriginal and Torres Strait Islander cultures. The program will be expanded to fully embrace the cultural diversity of the University, the region and the wider international community. Online teaching tools are also available such as a Kinship Module and Byalawa, a learning and teaching resource specifically designed to facilitate culturally-safe interviewing and case history-taking skills for students studying to be health professionals; adaptable for a diverse range of disciplines.	http://sydney.edu.au/nccc/ http://sydney.edu.au/kinship-module/index.shtml http://www.byalawa.com/
University of Technology Sydney (UTS), Jumbunna Indigenous House of Learning (JIHL) & Native Nations Institute, University of Arizona	Changing the Conversation: Reclaiming Indigenous Government (2010–14), ARC Discovery Project [DP1092654]: research collaboration between Gunditj Mirring Traditional Owners Aboriginal Corporation, NRA, Jumbunna JIHL and the Native Nations Institute at the University of Arizona. Intensive collaboration with two Indigenous nations in Australia engaged in practical tasks of governance and the expansion of de facto jurisdiction. Tested the applicability of nation-building concepts drawn in part from North American research.	http://www.uts.edu.au/staff/alison.vivian
JIHL, MSoG and Native Nations Institute & others	Indigenous nationhood in the absence of recognition: Self-governance strategies and insights from three Aboriginal communities (2015–18) ARC Linkage Project [LP140100376]: research collaboration between three Indigenous nations (Gunditj Mirring Traditional Owners Aboriginal Corporation, NRA, and individuals and groups from the Wiradjuri Nation) with seven universities (JIHL, UTS; Native Nations Institute, University of Arizona; University of Melbourne; Flinders University; Charles Sturt University; ANU; RMIT).The project aims to strengthen Australian Indigenous communities by learning and sharing lessons about sustainable and effective Indigenous governance and identifying innovation in community governance. The project will test the usefulness of Australian governance assessment tools, foster Indigenous networks to share successful strategies and contribute to emerging theory of Indigenous nation-building.	http://www.law.unimelb.edu.au/index.cfm?objectid=985076F0-7E6E-11E4-8F050050568D27D4

Name	Governance capacity-building, research initiatives, tools and training	Web links
University Victoria with OAAV & Consumer Affairs Victoria (CAV)	Managing in two worlds: three-day workshops at locations throughout Victoria tailored to strengthen Aboriginal community organisations through the development of management and governance skills of individual board members and key staff.	http://www.dpc.vic.gov.au/index.php/aboriginal-affairs/projects-and-programs/governance-and-training
University of Western Australia (UWA), School of Indigenous Studies, Perth	The National Empowerment Project: a universal strategy to promote social and emotional wellbeing and reduce community distress and suicide in Aboriginal and Torres Strait Islander communities.	http://www.sis.uwa.edu.au/research http://www.nationalempowermentproject.org.au/

Indicative international initiatives

Name	Governance capacity-building and research initiative and tools	Location
Banff Centre Indigenous Leadership and Management Programs, Alberta, Canada	The Banff Centre involves artists, leaders, and researchers from Canada and around the world participating in multidisciplinary programs. The Indigenous Leadership and Management Program offers a range of programs including: • best practices in Indigenous business and economic development • Indigenous leadership and management development • establishing institutions of good governance • strategic planning • women in leadership • inherent right to governance • governance for councils and boards to negotiation skills training. A Certificate of Indigenous Leadership, Governance and Management Excellence is awarded to people successfully completing six programs.	http://www.banffcentre.ca/indigenous-leadership/ http://www.banffcentre.ca/indigenous-leadership/programs/certificate.aspx#
Centre for First Nations Governance, Canada	Centre for First Nations Governance is a non-profit organisation that supports First Nations in effective self-governance. They develop and deliver self-governance workshops and forums in First Nation communities across Canada and are the only organisation in Canada dedicated strictly to First Nations governance. Their governance toolkit provides many best practice documents.	http://www.fngovernance.org/ http://www.fngovernance.org/toolkit
Dalhousie University & other institutions in Canada	The Poverty Action Research Project examines anti-poverty strategies in a small sample of First Nations across Canada, including the effects of government policy and the efforts of First Nations themselves. The project is in the data gathering and analysis phase. Its goal is to inform federal policy and First Nation development strategies.	http://www.edo.ca/downloads/the-poverty-action-research-project.pdf
Harvard University & Native Nations Institute, University of Arizona	The Harvard Project on Indian American Economic Development (1987–current): aims to understand and foster the conditions under which sustained, self-determined social and economic development is achieved among American Indian nations through applied research and service.	http://hpaied.org/
Nicola Valley Institute of Technology, British Columbia	Aboriginal Governance and Leadership Program (AGLP): aims to strengthen Aboriginal peoples' skills and abilities to govern, while grounded in the learners' traditional knowledge, leadership values, and community development interests.	http://www.nvit.ca/aboriginalgovernanceleadership.htm

| University of Arizona | The Native Nations Institute for Leadership, Management, and Policy is part of the Udall Center for Studies in Public Policy at the University of Arizona. Founded in 2001, it is a self-determination, self-governance, and development resource for Native Nations. It engages in policy analysis, research, curriculum development, executive education, non-for-credit distance-learning courses (the 'Rebuilding Native Nations' series which examines critical governance and development challenges) and degree programs (offered in collaboration with the Indigenous Peoples Law and Policy Program at the University of Arizona College of Law – see below).

Indigenous Governance in the CANZUS Countries: Comparing Strategies and Outcomes (2002 ongoing): largely in data gathering and analysis phase. Comparative analysis of contemporary Indigenous efforts to reclaim self-governing power in the United States, Canada, Australia, and Aotearoa/New Zealand, contextual conditions and differences that shape governance strategies and outcomes and on Indigenous responses to those conditions.

Strategic Analysis for Native Nations or SANN (1998) and Governance Analysis for Native Nations or GANN (2009): analytical tools for use with/by Native nations considering governing system reform. The SANN and GANN focus on the tribal jurisdictions in the United States but may be useful for Indigenous nations elsewhere. There is also an Australian version of the GANN. The SANN is publicly available; the GANN is proprietary.

Indigenous Governance Database: a vast, web-based collection of video, audio, and written resources on Indigenous governance with a primary focus on North America (but with gradually expanding materials from elsewhere, including Australia). Most materials can be downloaded free of charge.

Beyond Health Care: Community, Governance, and Culture in the Health and Wellness of Native Nations: this project uses case studies to explore what Native Nations can do outside the health-care system, as conventionally conceived, to improve health and wellness. It examines factors (often known as 'social determinants') including the extent of practical self-determination, the organisation of governing systems, and cultural continuities. Aims to provide Native Nations with information and concrete strategies that have track records of success in improving Indigenous health outcomes. The project is in the final stages of data collection. | http://udallcenter.arizona.edu/nations/

http://nni.arizona.edu/

http://udallcenter.arizona.edu/personnel/scornell.php

http://nni.arizona.edu/whoweare/jorgensen.php

http://www.rebuildingnativenations.com/overviews.html

http://nni.arizona.edu/resources/index.php

http://nni.arizona.edu/whatwedo/parpubs.php

www.igovdatabase.com

http://nni.arizona.edu/whatwedo/research_health.php |

	Native Nations Institute & James E Rogers College of Law Continuing Education Certificate, Graduate Certificate, and Master of Professional Studies in Indigenous Governance: these three educational tracks, run jointly by the Indigenous Peoples Law and Policy Program in the College of Law and the Native Nations Institute in the Udall Center for Studies in Public Policy, are designed for working tribal professionals who face – often for the first time in generations – the practical tasks of governing nations under conditions of self-determination. They cover such topics as Indigenous rights, nation-building, constitutions, law-making, justice systems, cultural property, intergovernmental relations, and comparative Indigenous governance across a number of countries. The intensive format combines brief on-campus sessions with online and other distance coursework. The overall program is three years old and has enrolled more than 70 students, most of them Indigenous, from seven countries.	http://law2.arizona.edu/depts/iplp/
University of Victoria, British Columbia (UVIC)	Indigenous Governance research: specialising in Indigenous leadership and governance, the restoration of land-based and water-based cultural practices, and community resurgence strategies.	http://web.uvic.ca/igov/index.php/faculty http://taiaiake.net/publications/ http://corntassel.net/articles.htm
UBC & University of Queensland, **School of Political Science and International Studies (SPSIS)**	Natural Resources Stewardship and Governance in First Nations (current): advancing governance in community controlled Indigenous health: recalibrating corporate, community and government accountability.	
University of Ottawa	Change and economic development in arctic Canada: identifying priorities for policy, governance, and adaptation (current): an examination of the limits of Canadian self-government policy in Nunavut and of the potential for Indigenous-led expansions of self-governing power. Is current Canadian policy simply a new form of colonisation? How might Nunavut counter those effects and pursue its own vision of governance? The project is just commencing.	http://www.espg.ca/research/coastal-communities-and-climate-change/
Waikato University, New Zealand, Faculty of Law **Maori and Indigenous Governance Centre, Te Piringa**	Maori and Indigenous Governance Centre: collaboratively researches governance nationally and internationally by undertaking longitudinal research, in consultation and partnership with profit and non-profit Māori and Indigenous organisations.	http://www.waikato.ac.nz/law/research/centre-for-maori-and-indigenous-governance/