

WARNING

In some Aboriginal communities mortuary restrictions apply on the naming and display of photographs of deceased individuals. Please exercise caution when displaying the contents of this book, particularly in the Northern Territory and northwest Australia.

THIS HANDBOOK HAS BEEN PREPARED FOR THE AUSTRALIAN COLLABORATION BY THE AUSTRALIAN INSTITUTE OF ABORIGINAL & TORRES STRAIT ISLANDER STUDIES IT IS BASED ON RESEARCH CARRIED OUT BY DR JULIE FINLAYSON (PRINCIPAL RESEARCHER FOR THE MAIN STUDY) AND JOANNA LUNZER AND RESEARCH ON JOINTLY MANAGED PROTECTED AREAS BY TONI BAUMAN AND DR DERMOT SMYTH



# MAPS TO SUCCESS

SUCCESSFUL STRATEGIES IN INDIGENOUS ORGANISATIONS



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The Australian Collaboration

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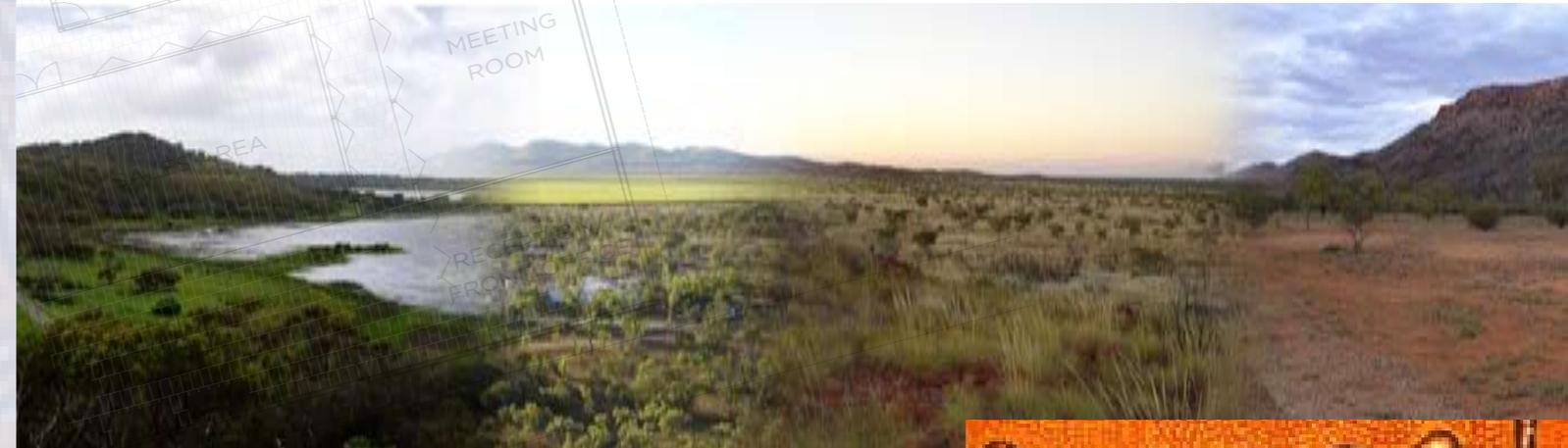
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AUSTRALIAN COLLABORATION

AUSTRALIAN INSTITUTE OF ABORIGINAL  
& TORRES STRAIT ISLANDER STUDIES



**MAPS TO SUCCESS**  
SUCCESSFUL STRATEGIES IN  
INDIGENOUS ORGANISATIONS



A HANDBOOK

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- > Myer Foundation
- > New South Wales Aboriginal Land Council
- > The Poola Foundation (Tom Kantor Fund)
- > Reconciliation Australia

The Australian Collaboration is a consortium of seven leading national community organisations:

- > Australian Council of Social Service
- > Australian Conservation Foundation
- > Australian Consumers Association
- > Australian Council for International Development
- > Federation of Ethnic Communities' Councils of Australia
- > National Council of Churches in Australia
- > Trust for Young Australians

Thanks to all the Indigenous organisations, community groups and other agencies that have contributed to the case studies on which this report is based.

## CONTENTS

LIST OF SPONSORS	iv
ABBREVIATIONS	vi
PARTICIPATING ORGANISATIONS	vii
INTENT OF THE STUDY	ix
HOW TO USE THIS HANDBOOK	x
<b>1 FRONT DOOR</b>	<b>2</b>
<b>2 MANAGER OR CEO'S OFFICE</b>	<b>6</b>
<b>3 STAFF ROOM</b>	<b>12</b>
<b>4 OPERATIONS AREA</b>	<b>21</b>
<b>5 SHOPFRONT/MARKET PLACE</b>	<b>28</b>
<b>6 ACCOUNTS</b>	<b>33</b>
<b>7 BOARD ROOM</b>	<b>38</b>
<b>8 MEETING AREA</b>	<b>47</b>
<b>9 ALLIANCES: GOVERNMENT</b>	<b>53</b>
<b>10 ALLIANCES: COMMUNITY &amp; PRIVATE SECTOR</b>	<b>59</b>
SNAPSHOTS OF THE ORGANISATIONS	67

Abbreviations

- > ACOSS Australian Council of Social Service
- > AMS Aboriginal Medical Service
- > ATSIC Aboriginal and Torres Strait Islander Commission
- > CEO Chief Executive Officer
- > CDEP Community Development Employment Project

**This Handbook is compiled from sixteen field studies of Indigenous organisations and Indigenous partnerships in protected area management. Longer accounts of each organisation and their key success factors are at the back of this book, pages 67–101.**

## PARTICIPATING ORGANISATIONS

### **Awabakal Aboriginal Co-operative Ltd (Awabakal)**

*Wickham (Newcastle), New South Wales*

The Co-operative provides a range of community services including: Aboriginal Medical Service, Elders and Disability Services, Preschool and Day Care Centre.

### **Bama Ngappi Ngappi Aboriginal Corporation (Bama Ngappi Ngappi)**

*Yarrabah (near Cairns), North Queensland*

The Corporation provides employment services under the trading name EmployNET at Yarrabah, Cairns, Townsville, Atherton and Mt Isa. It also runs CDEP at Yarrabah.

### **Booderee National Park (Booderee)**

*Jervis Bay Territory, southeastern Australia*

A joint management arrangement for a National Park and Botanic Gardens. The land is owned by Wreck Bay Aboriginal Community Council and leased to the Directorate of National Parks. The management area includes both terrestrial and marine areas.

### **Brambuk Aboriginal Cultural Centre (Brambuk)**

*Halls Gap (Grampians-Gariwerd National Park), Victoria*

The Centre runs educational and cultural tourism activities and a backpacker hostel.

### **Dhimurru Land Management Aboriginal Corporation (Dhimurru)**

*Northeast Arnhem Land, Northern Territory*

Dhimurru is responsible for the management of the Dhimurru Indigenous Protected Area, which includes both terrestrial and marine areas.

### **Durri Aboriginal Corporation Medical Service (Durri)**

*Kempsey, New South Wales*

The Service provides medical and health services for the Indigenous population of the region.

### **Murdi Paaki Regional Enterprise Corporation Ltd (Murdi Paaki)**

*Coonamble, New South Wales*

The Corporation manages CDEPs across central and western NSW, and runs employment, training and business development initiatives.



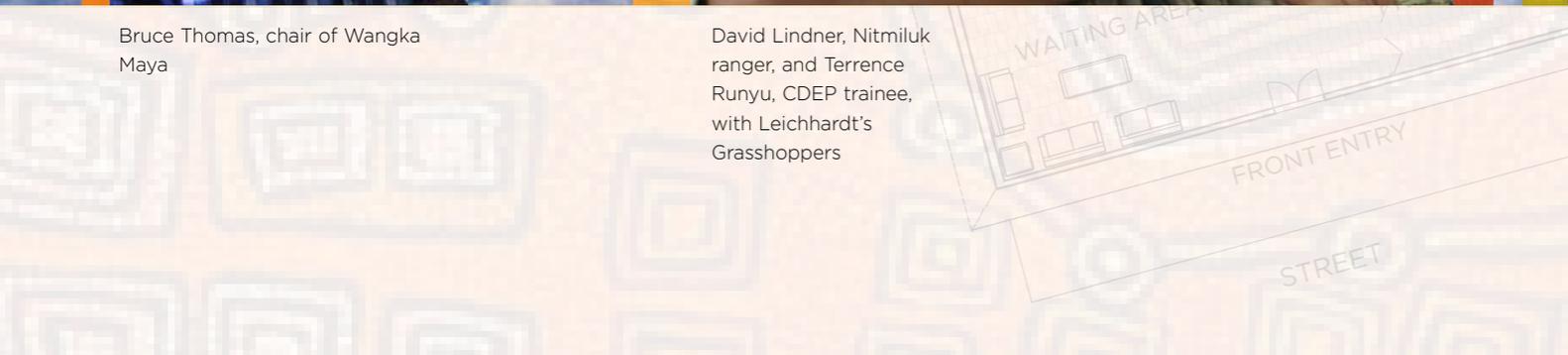
Bruce Thomas, chair of Wangka Maya



David Lindner, Nitmiluk ranger, and Terrence Runyu, CDEP trainee, with Leichhardt's Grasshoppers



Lisa Mumbin, chair, Jawoyn Association and Nitmiluk Board member



**Nitmiluk National Park (Nitmiluk)**

*Katherine Gorge, Northern Territory*

A joint management arrangement for a National Park. The land is owned by Traditional Owners, and has been leased to the Northern Territory Parks and Wildlife Commission.

**Papunya Tula Artists Pty Ltd (Papunya Tula)**

*Alice Springs, Northern Territory*

The Company runs a commercial art enterprise owned and directed by artists of the Western Desert.

**Rumbalara Aboriginal Co-operative Ltd (Rumbalara)**

*Mooroopna (near Shepparton), Victoria*

The Co-operative provides a range of community services including: Health Services, Aged Care and Disability Services, Housing and Family Services.

**South West Aboriginal Medical Service Aboriginal Corporation (SWAMS)**

*Bunbury, southwest Western Australia*

An Aboriginal Medical Service for residents of southwest WA.

**Tweed Byron Local Aboriginal Land Council (Tweed Byron)**

*Chinderah (Tweed region), northeast New South Wales*

A land council responsible for representing members within the shires of Byron and Tweed under the (NSW) *Aboriginal Land Rights Act 1983* and providing land management services and housing.

**Victorian Aboriginal Childcare Agency Co-operative Ltd (VACCA)**

*Melbourne, Victoria*

The Co-operative is a state-wide lead agency representing Aboriginal interests in all policy, program and services associated with the welfare of Aboriginal children and families.

**Wangka Maya Language Centre (Wangka Maya)**

*Pilbara, Western Australia*

The Centre provides language services, translation and studies regional languages.

**Worn Gundidj Co-operative (Worn Gundidj)**

*Warrnambool, southwest Victoria*

The Co-operative runs a CDEP and cultural tourism enterprise.

**Wunan Foundation Incorporated (Wunan)**

*Kununurra (East Kimberley), Western Australia*

An economic development foundation providing employment and training related services and business and corporate services. It is also involved with running tourism services and a hostel.

**An essential requirement for the study is that its findings should be of practical use to Indigenous communities as a source of ideas and an inspiration for adoption and adaptation.**

**INTENT OF THE STUDY**

The Australian Collaboration, a consortium of seven leading national community organisations, proposed that a national study be carried out into initiatives in local Indigenous organisations that have helped to promote community wellbeing or to overcome disadvantage. The aim of the study was to identify the lessons that might be learnt from these successes.

The Australian Collaboration invited the Australian Institute of Aboriginal and Torres Strait Islander Studies to carry out the research. A Steering Committee was formed with representation from these two organisations and funding bodies. Professor Larissa Behrendt, Professor of Law and Indigenous Studies, University of Technology Sydney, was invited to chair the committee.

The partner organisations agreed that an essential requirement for the study was that its findings should be of practical use to Indigenous communities as a source of ideas and an inspiration for adoption and adaptation. The study should also be a guide to best practice for government and non-government organisations and for philanthropic, corporate and public sector engagement. It should draw out succinct lessons and suggest ways of communicating and discussing the findings of the study.

To meet these objectives two publications have been prepared. One is this Handbook for Indigenous organisations (Volume 2). The other publication (Volume 1) is designed for policy makers. Both publications rely on primary research in thirteen case studies on Indigenous organisations by Dr Julie Finlayson and Ms Joanna Lunzer, and three on jointly managed protected areas by Ms Toni Bauman and Dr Dermot Smyth. Reading through these case studies is inspiring because of the amount of energy and determination put in by the people working in the organisations and the sheer hard work required keeping the enterprises going.



Michael Gilray, acting coordinator, Awabakal Long Day Care Centre



Marina Jankovic and Michelle Munns during NAIDOC celebrations at SWAMS



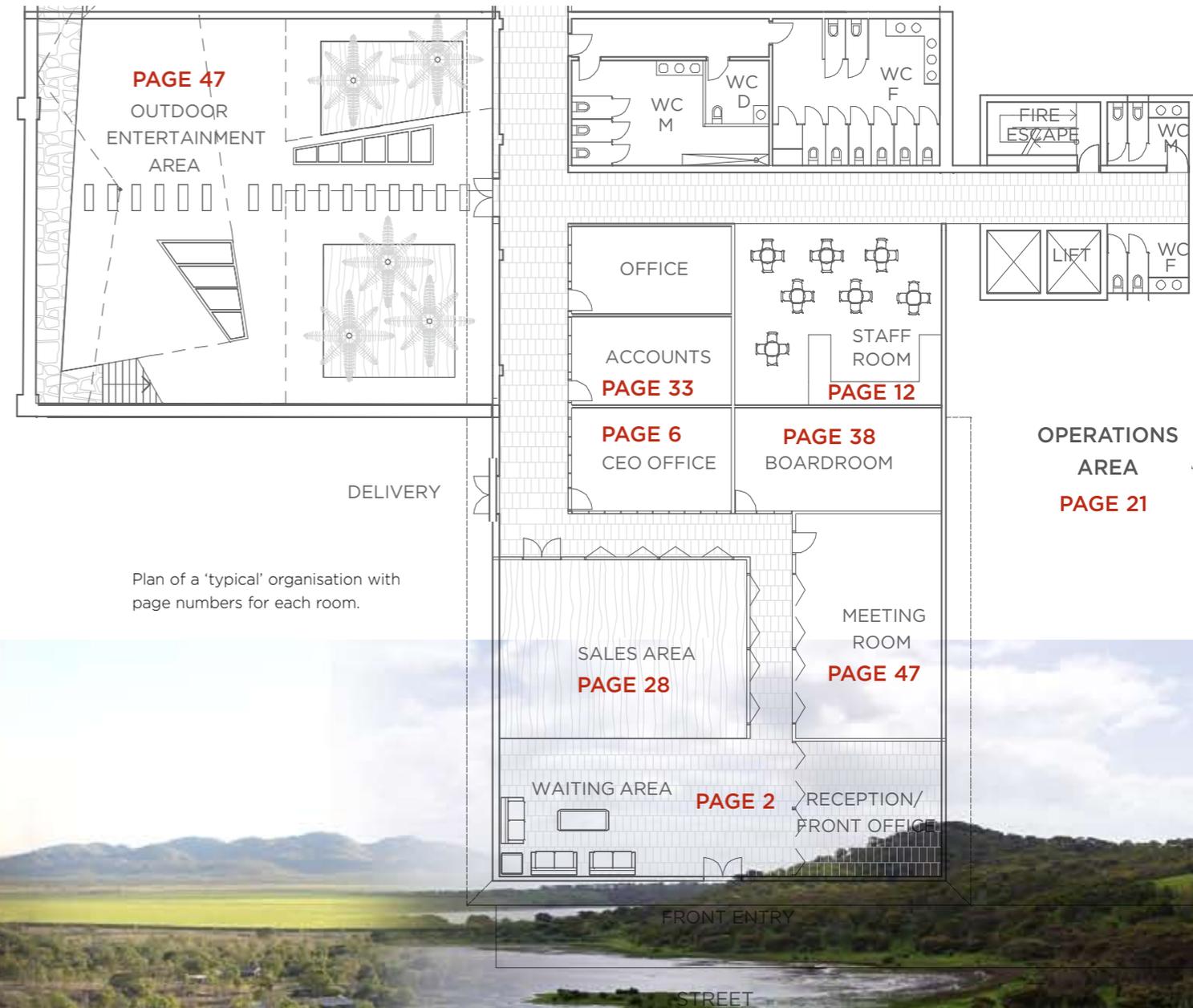
Indigenous communities can use this handbook as a practical source of ideas and an inspiration for adoption and adaptation.

### HOW TO USE THIS HANDBOOK

Information is organised in this handbook as a tour through a typical organisation, starting at the front door and moving through the different areas or rooms. Readers can go directly to their main area of interest, such as the accounts department, read straight through or browse. The plans do not represent any particular organisation.

At the end of the book, there are brief snapshots of the participating organisations. There is also a full list on page vii, following the contents, for reference.

There is no 'one-size-fits-all' solution to any issue. In fact, many organisations have found different solutions to the same problems. The road to success is always under construction.



Plan of a 'typical' organisation with page numbers for each room.

