



*Australian Institute of Aboriginal
and Torres Strait Islander
Studies*

Joint management as process: success factors

*Sponsored by the Australian Collaboration and the Poola
Foundation (Tom Kantor Fund)*

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Successful Aboriginal Organisations Project

The Australian Collaboration

Poola Foundation (Tom Kantor Fund)

Case studies:

- Dhimurru, Gove, NT (IPA)
- Booderee, Wreck Bay, NSW (joint management)
- Nitmiluk, Katherine, NT (joint management).

Success

- case studies moulded by local histories, legal frameworks, environments, locations, resources and capacities
- different kinds of successes, greater or lesser effectiveness across the many aspects of managing protected areas
- critical success factors that can assist further development in policy and practice in this area.

Nitmiluk Tours Board and Jawoyn members of the Nitmiluk Park Board of Management



Other critical success factors in protected areas partnerships

- Indigenous land ownership as the foundation and a majority of TOs on the Board
- The degree of commitment of all parties and hard labour
- A coherent and effective representative Indigenous party which has a big picture approach but which also addresses short term local issues - not always working 'upwards', looking for funding, running commercial activities, and dealing with Government representatives.
- A bipartisan political approach in which political parties, traditional owners, and relevant Government Departments work together for the benefit of all

- A diversity of partnerships in arriving at the mix of personnel, resources, expertise and commitment to achieve goals
- Productive day-to-day, on-ground working relationships and mutual respect between the individuals involved across all areas
- Achieving a balance between Indigenous holistic community development aspirations and approaches and the reality that joint management cannot be a panacea for all problems – reality check

- Progressive improvement - serial capacity building of all involved across a range of areas
- Recognising that 'on-Park' is reflected 'off Park' and the importance of effective partnerships with neighbouring landowners and managers in biodiversity and other environmental initiatives
- Secure, annual core funding which permits robust work programmes and delivers minimum standards of management with which to leverage additional funding

- Innovative pathways of employment, research partnerships and approaches to traditional owners undertaking contract work
- Developing sophisticated approaches to intercultural engagement and awareness and community education processes

Chief District Ranger and Executive Director Jawoyn Association



Competent and effective capacity and governance of all parties

Critical governance success factors

- philosophies must permeate all layers of joint management
- flexibility
- consistently high level leadership skills
- accessing appropriate technical advice
- clearly identifying and developing the capacity of all parties involved
- integrating training activities across all the joint management partner organisations
- placing an emphasis on Indigenous youth

Skilled decision-making, dispute management and participatory community development processes

- owned and sustainable outcomes through free, prior and informed consent
- inclusive facilitative decision-making and dispute management processes tailored to match existing local capacity needs and interests (training)
- joint strategic and operational planning and evaluation and monitoring procedures which are matched against the emotional, procedural and substantive rights, needs and interests of parties (satisfaction triangle)
- allocating sufficient resources and planning to community development approaches, including relationship building, ‘on-country’ visits and decision-making processes

Pre-Board Meeting



The business of process in partnerships from the outset

Mutual understandings of:

- the roles and responsibilities of parties
- political realities and expediencies
- gaps between expectations, ideals, promises and actual realities
- the equality of partners and power and commitment differentials
- time constraints

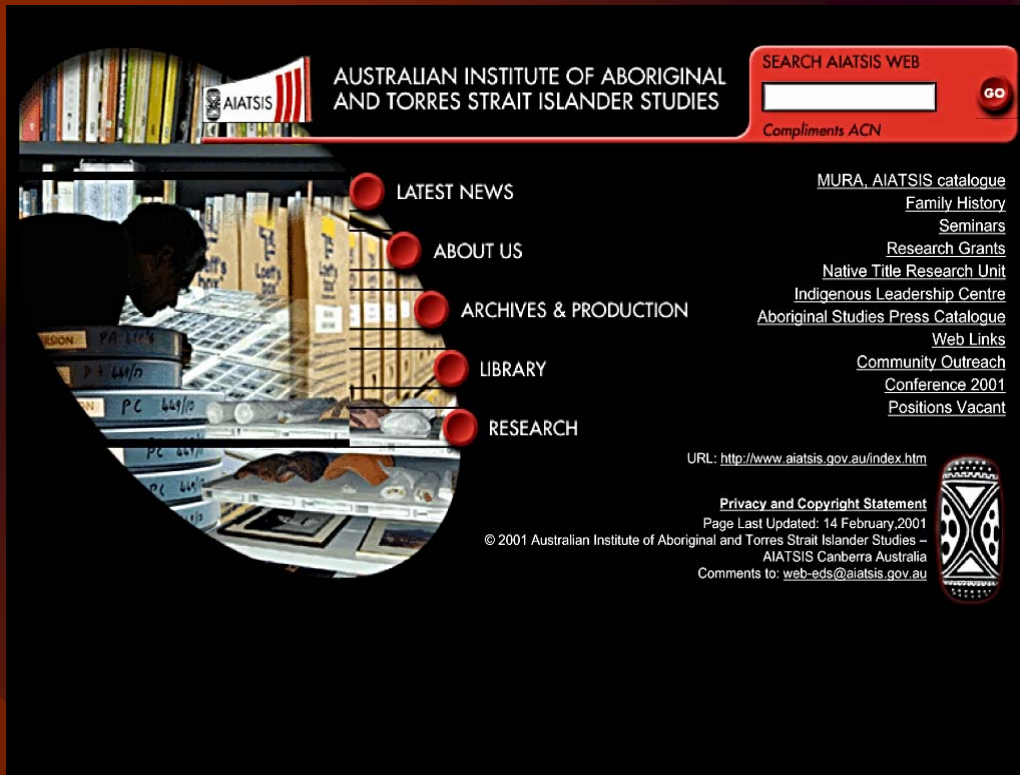
Evaluating success

- emotional, procedural and substantive needs of all parties (the satisfaction triangle)
- qualitative and quantitative indicators interweave
- matching decision-making and dispute management indicators with other cultural, commercial and environmental outcomes
- realisation of rights and interests (native title)
- involvement of Indigenous owners in substantive outcomes
- ownership of outcomes and their sustainability
- weighing up the benefits and losses

Jawoyn families using the Park



Contact Details



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