Indigenous Community Governance Project

Understanding, Building and Sustaining Effective Governance in Rural, Remote and Urban Indigenous Communities

A collaboration between the Centre for Aboriginal Economic Policy Research and Reconciliation Australia

2007 Annual Report

College of Arts and Social Sciences
The Australian National University
Canberra ACT 0200
FOREWORD

In 2007, the Indigenous Community Governance Project (ICGP) entered the final year of fieldwork towards meeting its aims, which are to investigate Indigenous community governance—what’s working, what’s not, and why—across rural, remote, and urban settings.

During 2007, ICGP researchers developed further insights into the realities of community governance, working in collaboration with a variety of Indigenous community organisations, their leaders and members. Since June, those working in the Northern Territory have seen organisations faced with major changes in the policy environment trying to understand and deal with the impacts on them and their communities. As one researcher commented, this has required ‘governance for effective resistance’.

An overall analysis of the research work undertaken in 2006 was published early in 2007 as ‘Indigenous community governance project: Year two research findings’, CAEPR Working Paper No. 36. There have also been many other publications by individual researchers in a variety of journals and formats as well as on the project’s web pages on the CAEPR website. The findings have also been used to shape three pilot workshops for Indigenous people run by Reconciliation Australia as part of its Indigenous Governance Awards program, and are feeding directly into the development of its electronic Indigenous Governance Toolkit.

Towards the end of the year, a number of governments expressed a great deal of interest in the ICGP findings, and opportunities were created to present them to key audiences in Western Australia, Queensland, New South Wales, and in Canberra.

Indigenous interest in the research findings also grew, with several different groups and individuals contacting the project for advice, more information, and discussions. Use of the ICGP web pages has also increased markedly in 2007.

We would like to thank the participating Indigenous communities and organisations who have welcomed us to work with them. These research partnerships have been crucial to the ICGP and involve considerable time and engagement on the part of community organisations and leaders. We greatly appreciate this ongoing commitment.

We would also like to acknowledge the grant support of the Australian Research Council (ARC) and the valuable collaboration of our ARC Linkage Partner, Reconciliation Australia (RA), particularly their Board, our Partner Investigator, Jason Glanville, and the RA Governance Program team (Kate Brodie, Rowena Withers and...
Marianne Pinnington). Through RA, we also appreciate the financial support and engagement of the Northern Territory, Western Australian and Australian governments, who are all undertaking major policy and program changes in their jurisdictions. Part of the ICGP’s research in Central Australia has also been financially supported by the Desert Knowledge Cooperative Research Centre (DKCRC).

The ICGP has brought together a multi-disciplinary team of researchers largely from the Centre for Aboriginal Economic Policy Research (CAEPR), as well as from the National Centre for Indigenous Studies (NCIS) at The Australian National University (ANU), and from each of the collaborating institutions: Charles Darwin University, the Centre for Anthropological Research at the University of Western Australia, the Australian Institute of Aboriginal and Torres Strait Islander Studies, and the Centre for Indigenous Governance and Development at Massey University, New Zealand.

Our thanks go to the members of the ICGP’s International Advisory Committee, who provided thoughtful input to the research approach and focus, and to discussion of issues currently affecting Indigenous governance in Australia and elsewhere.

This phase of the ICGP has now come to an end. We trust that the research to date will be drawn on by those seeking evidence of what works in strengthening Indigenous governance, and that, if funds are secured for a second phase, we will be able to continue action-research approaches to strengthening Indigenous governance in future years.

Professor Jon Altman
Chief Investigator, ICGP
Director, CAEPR, CASS, ANU

Professor Mick Dodson
Chief Investigator, ICGP
Board Member, RA
Director, NCIS, ANU
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<tr>
<td>ACGC</td>
<td>Anmatjere Community Government Council</td>
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<td>AIATSIS</td>
<td>Australian Institute of Aboriginal and Torres Strait Islander Studies</td>
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<td>ANU</td>
<td>The Australian National University</td>
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<tr>
<td>APAI</td>
<td>Australian Post-Graduate Award, Industry</td>
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<td>ARC</td>
<td>Australian Research Council</td>
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<td>ATSIS</td>
<td>Aboriginal and Torres Strait Islander Services</td>
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<td>BAC</td>
<td>Bawinanga Aboriginal Corporation</td>
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<td>CAEPR</td>
<td>Centre for Aboriginal Economic Policy Research (ANU)</td>
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<td>CASS</td>
<td>College of Arts and Social Sciences (ANU)</td>
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<td>CDEP</td>
<td>Community Development Employment Program</td>
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<td>CDU</td>
<td>Charles Darwin University</td>
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<td>COAG</td>
<td>Council of Australian Governments</td>
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<td>CRAC</td>
<td>Coen Regional Aboriginal Corporation</td>
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<td>DEWR</td>
<td>Department of Employment and Workplace Relations</td>
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<td>DIMIA</td>
<td>Department of Immigration and Multicultural and Indigenous Affairs</td>
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<td>DKCRC</td>
<td>Desert Knowledge Cooperative Research Centre</td>
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<td>DLGHS</td>
<td>Department of Local Government, Housing and Sport (NT)</td>
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<td>FaCSIA</td>
<td>Department of Families, Community Services and Indigenous Affairs (Australian Govt)</td>
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<tr>
<td>ICC</td>
<td>Indigenous Coordination Centre (Australian Govt)</td>
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<td>ICGP</td>
<td>Indigenous Community Governance Project</td>
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<tr>
<td>MAAPD</td>
<td>Masters of Applied Anthropology and Participatory Development (ANU)</td>
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<td>MCATSIA</td>
<td>Ministerial Council for Aboriginal and Torres Strait Islander Affairs</td>
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<tr>
<td>MOA</td>
<td>Memorandum of Agreement</td>
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<td>MOU</td>
<td>Memorandum of Understanding</td>
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<tr>
<td>MSHR</td>
<td>Menzies School of Health Research</td>
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<td>NARU</td>
<td>North Australia Research Unit (ANU)</td>
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NCIS  National Centre for Indigenous Studies (ANU)
NGO  Non-government organisation
NSW  New South Wales
NNI  Native Nations Institute
NT  Northern Territory
RA  Reconciliation Australia
RMAP  Resource Management in Asia-Pacific Program (ANU)
RSSS  Research School of Social Sciences (ANU)
RTO  Registered Training Organisation
SRA  Shared Responsibility Agreement
TAFE  Technical and Further Education
TSRA  Torres Strait Regional Authority
UNSW  University of New South Wales
UWA  University of Western Australia
WA  Western Australia
WAS  West Arnhem Shire
1. THE STATUS OF THE RESEARCH

1.1 THE REPORT

This Annual Report describes the activities and outputs of the Indigenous Community Governance Project (ICGP) in 2007 (the current ICGP team is listed in Appendix A). This is the fourth and final Annual Report from the project (see ICGP 2004, 2005, 2006) and the third full year in which the fieldwork program has been undertaken at case study locations across Australia. The earlier reports and the ICGP web pages\(^1\) provide details about the project’s aims, methodological framework, and the participating Aboriginal and Torres Strait Islander communities.

The ICGP is a collaboration between the Centre for Aboriginal Economic Policy Research (CAEPR) at The Australian National University (ANU) and Reconciliation Australia (RA). It is supported under the Australian Research Council’s (ARC) Linkage funding scheme (Project No. 0348744) awarded in mid-2003, with additional funding provided through RA by the Northern Territory (NT), Western Australian (WA) and Australian governments. Australian Government funding was initially provided by Aboriginal and Torres Strait Islander Services (ATSIS), and later through the former Department of Immigration and Multicultural and Indigenous Affairs (DIMIA) and most recently, the Department of Families, Community Services and Indigenous Affairs (FaCSIA). Additional funding for two case studies was provided by the Desert Knowledge Cooperative Research Centre.

1.2 OVERVIEW

In 2007 the ICGP’s focus was on the continuing program of field-based research at most of the case study communities and the dissemination of the research results more widely.

The field research has also involved a number of the researchers providing practical support to communities and organisations, engaging with them in various processes to strengthen their own governance. Researchers involved with NT communities were particularly busy monitoring the implications of the Commonwealth Government’s intervention in Indigenous communities, which was announced on 21 June—prompting a major governance shift. An overview of the field research completed in 2007 is indicated in Appendix B.

This has been a major year for dissemination of research findings in various formats. One of the first tasks for the year involved revising and finalising publication of the 2006 research findings—‘Indigenous Community Governance Project: Year two research findings’ (Hunt & Smith 2007). It was first presented in draft form to the ICGP International Advisory Committee (IAC) in Canberra in November 2006. This publication draws on a comparative analysis of the researchers’ 2006 Field Research Reports and associated research work. It has been disseminated widely, in a number of ways (see below).

ICGP researchers were also the major contributors to the first volume of the new journal *Ngiya: Talk the Law* (Jumbunna Indigenous House of Learning), which was published in 2007 on the theme of Indigenous governance. Seven ICGP researchers contributed articles to this volume, another significant output from the project.

Researchers have also published many articles based on their individual research experiences. A number of researchers have presented their findings at conferences, workshops and seminars in a variety of locations across Australia. This has included special summary presentations to several State governments as well as the Federal Government.

A major initiative in 2007 has been work towards the publication in 2008 of an edited book, incorporating chapters from the ICGP case studies. In August 2007 we held an ICGP Researcher Workshop in Canberra at which research team members presented draft chapters for comment among the team. They have since been revising their chapters in light of feedback received then and subsequently from anonymous reviewers.

There has been a close relationship throughout the year with the RA Governance Program, particularly through input to the preparation of workbooks and the design of the *Sharing Success* governance workshop series, and preliminary development of an *Indigenous Governance Toolkit* for their website. The ICGP analysis of the 2006 *Indigenous Governance Awards* nominations was supplemented with some interviews with finalists and incorporated into the publication, *Celebrating Indigenous Governance: Success Stories of the 2006 Indigenous Governance Awards* (RA, forthcoming).

1.3 **PROGRESS OF THE CASE STUDIES**

In the 2006 Annual Report (ICGP 2006), a proposed fieldwork program for 2007 was outlined in Appendix D. Fieldwork was proposed at eight case study sites in 2007. A watching brief was maintained at Yarnteen ATSI Corporation through phone calls and emails rather than a visit, while the Fitzroy Valley, not originally scheduled for
fieldwork, was visited. Thus fieldwork occurred in eight locations during the year, in some cases with multiple researcher visits. During the year, Reconciliation Australia was advised that Dr Sullivan had changed his regional focus from the Kimberley to the Ngaanyatjarra Lands, with a particular focus on the Regional Partnership Agreement and related Shared Responsibility Agreements. He gained approval from the AIATSIS Research Ethics Committee for the research and commenced fieldwork in April 2007. Section 2.1 provides further information on the ways in which researchers have worked with community partners.

1.4 RESEARCH REPORTING & RESEARCH WORKSHOP

In 2007, the ICGP concentrated on developing an edited book—to overview the entire research of the project—rather than a comparative analysis published as a CAEPR Working Paper, as in previous years. Accordingly, we have only required brief Field Reports from the researchers by December. Each chapter in the book will itself provide new information from the 2007 fieldwork. We are requesting more extensive updates on the 2007 Field Reports by mid-February 2008 in order to maintain continuity of data into the proposed new phase of the project.

Over the 16–17 August we held a workshop for all ICGP researchers. During this workshop the researchers presented drafts of their proposed book chapters for comment by others, and the concept of the book was developed further. This workshop established the processes necessary to reach publication, including independent academic review of each chapter, and final review of the book as a whole.

1.5 PROGRESS OF PHD STUDENTS

There are three PhD students working with the ICGP. Kathryn Thorburn is an APAI funded by the ARC as part of the project. Bill Ivory (CDU/MSHR/ANU) and Christina Lange (UWA/ANU) both received scholarship top ups and fieldwork funds through the project, and have supervisors at ANU who are Chief Investigators.

Kathryn Thorburn is near completion of the first draft of her thesis. Her scholarship was due to end at the end of January 2008, but she is taking maternity leave from 24 December 2007 until at least the end of March 2008. She has also applied for a further short deferment of her program until mid-year. Kathryn will take up the last few weeks of her scholarship following this, and complete her thesis in 2008.

Bill Ivory is in the last phase of writing up his thesis. He originally intended to have his PhD completed by February 2008, but due to interruptions in the field this has been prolonged by six months (August 2008).
Christina Lange took leave from her PhD in March 2007 initially until October 2007, and then extended until February 2008. She has now returned to Perth and intends to start her writing up early in 2008 with a view to completing her thesis by the end of year.

1.6 RA INDIGENOUS POSTGRADUATE STUDENT SCHOLARSHIP

Ms Beth Craddy is making very good progress in her Masters in Applied Anthropology and Participatory Development (MAAPD) at the ANU. Beth commenced part-time in Semester 1 2006 and expects to complete her course at the end of Semester 1 2008. During 2007 she completed her Major Project on 'Indigenous Capacity Building through the Australian Education Union'—for which she was awarded a Distinction—as well as a course unit on Social Impact Assessment. The ICGP Senior Research Manager supervised her Major Project.

1.7 LINKAGE WITH THE INDIGENOUS GOVERNANCE AWARDS

There has been a close relationship throughout the year with the RA Governance Program. In particular, ICGP researchers Janet Hunt and Diane Smith assisted RA with the development of the workbooks used by participants in the Sharing Success governance workshop series, as well as with the design of the program for each workshop. The workshops were held in Penrith (April), Port Hedland (June) and Mt Isa (September). Feedback and ideas were incorporated into the program and workbooks of each successive workshop as the year progressed. Diane and Janet personally participated in two workshops each.

Diane Smith has been significantly involved in the preliminary development of an Indigenous Governance Toolkit for Reconciliation Australia’s website. This work is continuing with research and editing support from Stephanie Garling.

Finally, the ICGP analysis of the 2006 Governance Awards nominations was supplemented with some interviews with a number of the finalists and incorporated into the publication, Celebrating Indigenous Governance: Success Stories of the 2006 Indigenous Governance Awards (RA, forthcoming).
2. OUTREACH, PARTNERSHIPS & COLLABORATION

The ICGP is policy and action-oriented. The very process of conducting the research with Indigenous communities and their organisations has involved researchers working closely with Indigenous organisations and leaders, and assisting them with meetings, discussions, and a range of governance issues. At the same time, the ICGP works with government partners and other stakeholders, feeding back the preliminary research findings to contribute to critical policy thinking.

2.1 PARTNERSHIPS & COLLABORATION WITH INDIGENOUS COMMUNITIES

In 2007, the ICGP researchers worked in close collaboration with key host organisations in the case study locations. Researchers responded to local issues and events as they occurred, and provided feedback to community members, leaders and organisations about their work. The following examples give a flavour of the ways in which researchers worked with their host organisations and other related bodies throughout the year:

Anmatjere Community Government Council (ACGC)

Sarah Holcombe and Will Sanders continued to work closely with the ACGC in Ti Tree. Their research is ongoing and there was a seamless transition to working with the new CEO when the previous CEO finished his three-year contract in May this year.

With the finalisation of the Creek Camp research the researchers' focus shifted from the centre of the council's region—the Ti Tree township—to the dynamics of the relationship between the larger outlying settlements (Engawala and Laramba) and the closer settlements (such as Nturiya and Pmara Jutunta) to the central office and administrative headquarters of the council. Several structural changes had taken place in late 2006. These included the centralisation of Laramba and Engawala's management, which made each community manager directly accountable to the ACGC CEO as well as to their own community. Likewise, CDEP also became centrally administered from the Ti Tree office. This corresponded with Ti Tree and the inner settlement of Pmara Jutunta gaining CDEP.

The researchers specifically worked with the CDEP Works Manager and CDEP workers in Pmara Jutunta, and assisted consultants working with ACGC. The consultants, Burdon Torzillo, were engaged by the ACGC to develop an MOU between Engawala, Laramba, and the ACGC as part of the management restructure referred to above. Will and Sarah have found it particularly useful to ensure that their field research coincides with the monthly ACGC meeting, where the research is a standing item on
the agenda. Sitting in on the full council meeting for the day is a great opportunity for them to meet all the Councillors again and catch up on the issues since the previous visit.

They also continued to have an active advisory relationship with the Northern Territory Department of Local Government, Housing and Sport (DLGHS) and the Central Land Council, especially their policy and anthropology units. Late in 2007 they gained further field research funding and support for local collaborators through the DKCRC and its Sustainable Desert Settlements Core Project 4.

Fitzroy Valley, Kimberley

Kathryn Thorburn visited both Kurungal Inc and Bunuba Inc in the week of the 10–17 April 2007 to report back to them. The aim of this trip was to speak to Councillors of both organisations about how her thesis was evolving, and the kinds of arguments she would be making.

She noted that both organisations were substantially transformed since the 2005 period in which she did her main field research. This year she was also involved in an arm’s length capacity providing some research support to Marninwarntikura Women’s Resource Centre in Fitzroy Crossing. She was also approached by a consultant who was commissioned to do some proposed governance training by Kurungal Inc. Kathryn discussed with her some of the history of the organisation, provided a grounding in some of its dynamics, and directed her to her own published work.

Laynhapuy Homelands Association

Last year, Frances Morphy flagged a change in the emphasis of her research, which continued into 2007. The research question that she is now focusing on is: what defines ‘good governance’ in an organisation like Laynhapuy when it finds its own existence and that of its members’ homelands communities threatened by the actions of government? In her view, ‘governance for effective resistance’ is the name of the game at the moment.

This year, Frances has stepped back from close involvement in the organisation’s affairs (having been very proactive in 2006 in persuading the organisation to undertake a structural review and appoint a CEO and a CDEP coordinator), and taken more of a listening role, particularly with respect to the Yolngu staff of the organisation. She has also made herself available to the staff and Board members as a source of advice on issues as they arise.

Frances worked particularly closely with two people, one of whom is a Laynhapuy employee and also a Board member, and the other being the Chair of the Board. They
did some work on the translation of governance concepts, deciding to work on terms that appear in financial reports. Frances found that an illuminating way to help people unpack the meaning of western governance terms is to draw attention to their metaphorical underpinnings, and to then work on Yolngu metaphors that capture something of their essence. For example, she worked with Yolngu on the idea of cash flow in terms of another kind of 'flow'—the behaviour of water in the hydrological cycle at different seasons in the year. Yolngu have an elaborate vocabulary around this topic. People found this a very useful way to think about these things and give them some conceptual grounding.

She has also maintained contact with local bureaucrats from the NT and Commonwealth governments to try and keep abreast of policy implementation from their point of view. She has formed a good relationship with the Yirrkala Government Business Manager, who initially contacted her in Canberra for a background briefing before she went north.

Noongar

Manuhuia Barcham continued his research among Noongar people. While initially designed around working almost exclusively with SWALSC, the research changed focus due to issues in management of the Land Council during the period of research. As a result, the research was extended to look at a variety of forms of Aboriginal governance occurring in the Southwest, with a particular focus on Perth, including Aboriginal community policing.

The focus this year has also been on what whole-of-government policies mean in practice, with a special focus on the state jurisdiction. Given the broader remit of his research project—which has always included government agencies—Manuhuia has been distributing draft papers and chapters to as many people in the various organisations he has been working with as he can. This has not only enabled him to receive good critical feedback, but has also helped organisations involved in Indigenous affairs in the southwest of Western Australia to get a feel for both the results of the research and what other organisations in the region are doing.

Maningrida

Jon Altman's work continued as per 2005 and 2006 looking at issues of governance and economic development in the Maningrida region as auspiced by the Bawinanga Aboriginal Corporation (BAC). He continued to work closely with BAC senior management and with the executive. Since the Howard government announced the abolition of CDEP, BAC and the Federal Government have been at loggerheads. Jon worked with BAC on a number of action-oriented issues because the government's
actions seemed to fly in the face of good governance and ethical process. For example, he advocated against the passage of legislation in August 2007 that suspended the Racial Discrimination Act 1975 (Cth) and diluted land rights and people’s rights. Most recently he acted as an expert advisor to BAC as the plaintiff in a High Court challenge to the NT intervention.

Jon sought and received feedback on his draft chapter for the proposed ICGP edited volume from BAC; he also interacted with the executive and staff about issues raised. He will send a copy of his finalised chapter to BAC and encourage its broad dissemination. BAC have found the chapter very useful, especially as a record of its history of governance and in briefing a legal team for the High Court challenge to the NT intervention.

Ngaanyatjarra Lands

In April, Patrick Sullivan met with members of the Ngaanyatjarra Council and its staff and communities of Warburton, Kanpa, Jameson and Warakurna to discuss his research. The Ngaanyatjarra Council approved his proposal in June. During his fieldtrip in July he decided to focus first on a Shared Responsibility Agreement (SRA) at Warnun community. This research continued during a further visit in October, at which time he also spoke to community chairpersons, Ngaanyatjarra Councillors, and community development advisers in seven communities. He has also had meetings with a small number of Commonwealth and State government officials responsible for this region. One of his first outputs is going to be a plain English explanation to the community of the reasons for the failure of the Warnan SRA. He also intends to prepare a more developed report on the Regional Partnership Agreement and SRA process more generally for the Ngaanyatjarra Council.

Thamarrurr Regional Council, Wadeye

Bill Ivory is in the final phase of writing up his PhD thesis, and consequently spent only one week in the Port Keats region this year. However, like Kathryn Thorburn, he has also provided support and advice at arms length. He is often contacted by community members, government officials, and academics to provide advice and assistance about the Port Keats area and its people. Senior Aboriginal men and women often contact him about issues related to governance (and, since 21 June, the Federal Government’s NT ‘intervention’ policy), seeking advice and assistance.

Throughout his research Bill has surrounded himself with Aboriginal experts (men and women, old and young) who he constantly relies on for information, advice and guidance. He regularly provides these people with feedback on his own observations. As he writes up life histories, documents ritual activities, and journals about people
and their country, he takes the documents back to the people concerned, reads through them and seeks clarification and endorsement. He has also formally briefed the wider community about his activities through mechanisms such as the local council and has often put items on the agenda for discussion. So, his feedback has been at an individual, clan, and wider community level. This has often assisted people as they devise strategies to deal with government, private business, land councils, church groups and so on. By documenting the clan structures, leadership patterns, relationships, and political networks, they have been better able to 'see' the dynamics of their own society, and the ways in which to move forward.

West Arnhem Shire (WAS)

Diane Smith attended regular WAS Transitional Committee meetings this year at South Alligator and Darwin, at which DLGHS staff were also present. Diane was asked to work in an official capacity as Special Advisor to the Indigenous Committee.

She has been working closely with Harry Appo, an Indigenous Community Development Officer from DLGHS, to provide governance training for the WAS Transitional Committee (WASTC). This working relationship has been of great mutual benefit for Harry and Diane in terms of discussing governance issues and developing 'governance policy' training approaches to pursue with the WASTC. Diane also organised for Harry Appo and a WAS Committee member, Mr James Murrawal, to attend the RA Sharing Success governance workshop in Mt Isa to discuss the WAS governance initiatives and to update their governance skills. This had an important impact, particularly on the Committee member, who is now very keen to have a similar workshop for Bininj leaders in West Arnhem in 2008.

Diane also provided various briefing papers to the WASTC Chairperson, including for his participation in the NT Advisory Board and a meeting with the new Federal Government Minister for Indigenous Affairs. She was asked by the WASTC to develop a ‘Governance Reference Manual’ for them along the lines of the manual developed by Neil Sterritt in British Columbia, and to write a ‘History Storybook’ of the whole regionalisation process, in consultation with some of the Committee members. She will be assisted in this by Harry Appo, Will Rosas, and Greg Gilbert from DLGHS.

The Committee passed a resolution at its December 2007 meeting asking her to assist them in this way. This will be an interesting initiative and could possibly create a template that other organisations could adapt to their own governance situations.
2.2 GOVERNMENT PARTNER COLLABORATION

Northern Territory Government

Most researchers working in the NT have been engaged with officers of both the NT and Australian governments in their case study work. This year has been a difficult one in the NT, as researchers have often been asked to help organisations understand the rapid policy changes occurring at both NT (Local Government) and Federal (NT intervention) levels.

Researchers have generally tried to establish effective communication with new officials on the ground and assist them to understand the perspectives of Indigenous partners.

Government of Western Australia

In early September, Diane Smith and Janet Hunt were invited to give a presentation to the WA Government’s Strong Leadership and Governance Senior Officers Group on the ‘Indigenous Community Governance Project: Findings and policy implications’.

Subsequently, they spoke at an open seminar for officers of the WA Government, jointly hosted by the Department of Indigenous Affairs and the Department of Local Government and Regional Development. This was attended by some 40 or more officers. While in Perth, they also took the opportunity to brief the WA Parliament Education and Health Standing Committee and members of the National Native Title Tribunal on the ICGP’s findings and had discussions with Lieutenant General John Sanderson’s (Special Adviser to the Government of WA on Indigenous Affairs) Executive Officer about governance issues in general.

Australian Government

On 27 March, Diane Smith, Janet Hunt and Jason Glanville briefed the new Labor Shadow Spokesperson on Indigenous Affairs, Ms Jenny Macklin, about the ICGP research and its key findings. They emphasised the need for the Federal Government to review and upgrade its own governance capacity, in order to better support local and regional Indigenous governance initiatives—especially in the context of the unilateral intervention in the NT. They also argued that there was an urgent need for a more cohesive approach by the Federal Government to Indigenous governance training and capacity building, recommending the establishment of a National Indigenous Governance Institute.
In September, Frances Morphy and Janet Hunt made a presentation facilitated by the ICC at Nhulunbuy, open to all interested parties, about the governance research findings generally and those specifically related to Laynhapuy Homelands Association.

Janet Hunt and Kathryn Thorburn made a presentation to the FaCSIA Social Policy Research Workshop in Canberra, in November, on 'Indigenous community governance: Research findings 2004–07'.

### 2.3 OTHER GOVERNMENTS

During the year, three other state governments expressed interest in the ICGP research.

On 17 May, Diane Smith and Janet Hunt joined RA in a briefing and discussion with Ms Angela Jurevic, Director of Aboriginal Affairs and Mr Darren Smith, Strategic Policy Officer, of the Victorian Department of Communities about the project and its relevance to their work in Victoria.

On 10 September, Diane Smith and Janet Hunt presented the ICGP findings to a high level inter-departmental forum hosted by the Queensland Government's Department of Communities, entitled 'Building capacity in Indigenous community governance'.

On 29 August, Janet Hunt presented the research findings in the context of a wider presentation on Indigenous people in NSW to Senior Officers of the NSW Department of Environment and Climate Change, as part of their Aboriginal Cross-Cultural Education program.

Subsequently, the Department of Aboriginal Affairs invited the ICGP to make a presentation at a high level interdepartmental meeting on implementation of their Aboriginal Affairs Plan, the Two Ways Together Forum. Professor Mick Dodson and Janet Hunt made this presentation on 26 November in Sydney.

The ICGP was also contacted by the Ministerial Council for Aboriginal and Torres Strait Islander Affairs (MCATSIA) Secretariat. Reconciliation Australia prepared a short briefing paper with attachments from ICGP research publications for the MCATSIA meeting on 30 November.

The interest of these state governments in the research, and their assessment of its relevance to them, has been gratifying.

### 2.4 PRODUCTIVITY COMMISSION

The Productivity Commission drew heavily on 2005–06 ICGP research in its report *Overcoming Indigenous Disadvantage: Key Indicators 2007* (SCRGSP 2007), and endorsed ICGP recommendations to governments to:
• ‘better coordinate internally
• reduce the number of separate departmental and program-specific consultations with communities
• rationalise government program delivery and undertake a community development approach to governance building
• reduce the large number of different funding mechanisms, and
• give more broad-based, long-term funding linked to community development goals.’

The Commission drew on materials from the ICGP analysis of the Indigenous Governance Awards among its many case studies. It also drew out some common characteristics of successful Indigenous governance from the ICGP research.

2.5 OTHER COLLABORATIONS

**DKCRC**

Sarah Holcombe and Will Sanders worked closely with DKCRC through Core Project 4: Sustainable Desert Settlements. Furthermore, Sarah Holcombe continued in her position as the DKCRC's part-time Social Science Coordinator.

Patrick Sullivan’s re-shaped research is also supported by DKCRC, under Core Project Five: Demand Responsive Services to Desert Settlements.

In addition, the ICGP Research Manager and other researchers have maintained contacts, undertaken reviews of draft publications, and shared information with DKCRC staff during the year.

**Jumbunna Indigenous House of Learning, University of Technology, Sydney**

The ICGP has maintained contact with the Jumbunna Indigenous House of Learning, both in relation to their research on ‘Success in Aboriginal Communities’ and through collaboration on the special issue of their journal *Ngiya: Talk the Law*.

**Central Land Council**

Janet Hunt was invited to join the Central Land Council’s new Community Development Reference Group. She has attended two meetings of this group, in April and September. She also participated in a workshop in December on monitoring and evaluating the NT Intervention, which was jointly convened by CLC and Oxfam.
3. COMMUNICATION & OUTPUTS

The ICGP continued to maintain and develop a range of tools for communicating the progress of the research, which are outlined below. In 2007, a new online publication series was launched, *Indigenous Governance Matters*, and preparations were made towards the publication of an edited book, which will be the final output of the first phase of the ICGP.

3.1 ICGP WEB PAGES

The ICGP’s web pages (<http://www.anu.edu.au/caepr/ICGP_home.php>) on the CAEPR website continued to be regularly maintained and updated this year. The publications page was a particular focus. It now contains a new section that provides access to ‘Presentations’ of the ICGP research findings and the new online *Indigenous Governance Matters* (see below).

In 2007, the ICGP web pages continued to attract considerable public interest. The ICGP home page attracted on average between 500 and 700 visitors’ per month, which is a significant increase on last year’s figures. The total number of downloads of ICGP publications (including discussion, working and case study papers, topical issues, and the community governance research updates and newsletters) was 102,799. Six publications from the ICGP were amongst the top 20 downloads from the CAEPR website.

The two major research reports produced by the project—‘Building Indigenous community governance in Australia: Preliminary research findings’ (WP. 31) and ‘Indigenous Community Governance Project: Year two research findings’ (WP. 36)—were the two most downloaded papers in the CAEPR *Working Paper* series this year. Overall, these two reports were the third and fifth (respectively) most downloaded publications from the CAEPR website as a whole, which itself logged record numbers of downloads in 2007.

Apart from the research reports, download statistics indicate that three ICGP publications in the CAEPR *Discussion Paper* series generated significant public interest throughout the year, including: Will Sanders’ (2006b) paper on local governments and Indigenous interests in the NT; Bill Gray and Will Sanders’ (2006) publication of their findings on the perspectives of the Secretaries’ Group of the new arrangements in

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2 A visit occurs when a remote site makes a request for a page on the server for the first time. As long as the same site keeps making requests within 30 minutes, they will all be considered part of the same visit.

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Indigenous affairs; and Janet Hunt’s (2005) paper on capacity development and its implications for Indigenous Australia. Janet Hunt and Diane Smith’s (2005) paper on strengthening Indigenous community governance also continued to attract strong public interest this year. Three other publications were also popular, including: Will Sanders’ paper (2006a) on senior management in Indigenous community organisations; a particularly topical edition of the Community Governance newsletter from 2005 (Vol. 1, No. 4), featuring the Laynhapuy Homelands Association and the Mutitjulu Working Together Project; and Sarah Holcombe’s (2004) paper discussing the implications of localism and regionalism for service delivery and governance in central Australia.

3.2 COMMUNITY GOVERNANCE NEWSLETTER

Three editions of the ICGP’s occasional newsletter, Community Governance, were produced in May, July and November (Vol. 3, Nos. 1–3).

Available in hard copy and electronically, this 6-page, full colour, newsletter is designed for a wide public audience, particularly for Indigenous leaders and community organisations (in particular, those involved with the ICGP case studies), government officials concerned with Indigenous governance, and other interested parties beyond academia, such as NGOs, the private sector, and education and training providers (e.g. TAFE, RTOs, higher education centres). Some 700–1000 hard copies of each edition were published for distribution this year. They were very well received by the participating communities, to whom the ICGP provides multiple hard copies, for their own local distribution.

The ICGP continued to maintain a database of interested parties to whom it sends an email alert with a web link to the electronic version of both the Community Governance newsletter and the Community Governance Research Update (see below) on the CAEPR website, when either becomes available. This database currently contains over 90 people, including numerous members of the public (and public service sector) who have elected to receive this email alert through a feature on the ICGP publications page. RA also distributes the newsletter electronically.

The final edition of Community Governance for 2007 had a special focus on the responses of two Aboriginal organisations in the NT—the Bawinanga Aboriginal Corporation and the Laynhapuy Homelands Association Inc., both of which are involved with the ICGP—to the Federal Government’s ‘intervention’. It also featured articles about thinking locally and acting regionally at Anmatjere in the NT (where CDEP also plays an important role), and Lieutenant General John Sanderson’s call for governments to develop regional partnerships from the ‘bottom up’.
The two previous 2007 issues of *Community Governance* included articles on: the Fitzroy Valley Futures Forum in the West Kimberley, which is developing new forms of partnership between government and the community; the *Sharing Success* governance workshops developed by RA, which are successfully communicating the findings of the ICGP research and the national *Indigenous Governance Awards*; Ti Tree's Creek Camp in the NT and the researchers' work with the Anmatjere Community Government Council; regional governance structures in southwest Western Australia; the evaluations of the COAG trials; Indigenous governance on Muri Island in northern Queensland; and the ICGP's overarching research findings.

Download statistics from the ICGP web pages indicate that *Community Governance* generated consistent public interest through the year, averaging around 400 downloads each issue.

### 3.3 COMMUNITY GOVERNANCE RESEARCH UPDATE

Three issues of the online *Community Governance Research Update* (*CGRU*) were produced in 2007, in March, July and September (Nos. 4–6).

The *CGRU* is available in PDF format from the ICGP web pages and is intended for the same audience as the newsletter, but focuses on providing summary details of the latest research outcomes from the project, news and events involving ICGP researchers and collaborators, recent research on Indigenous governance outside of the project, and details of the project and its aims.

Like the newsletter, the final edition of *CGRU* for 2007 (No. 6, September) had a particular focus on the governance implications of the Australian Government’s 'intervention' in the NT, and on some of the successful Indigenous governance initiatives that are underway across Australia.

Download statistics indicate a similar level of public interest in the *CGRU* compared to the newsletter.

### 3.4 INDIGENOUS GOVERNANCE MATTERS

The first in a new online series of briefing papers, *Indigenous Governance Matters* (No. 1), was launched this year. This series of short (6-page), full colour, issue papers is specifically aimed at policy-makers, Indigenous leaders, and Indigenous community organisations. The series aims to provide concise, readily accessible information on best practice issues and applied research findings that will be useful to Indigenous community governance initiatives and people working with them. It is available for free download from the ICGP web pages.
The first issue provided a background to governance concepts and key issues: ‘The who, what, where and how of Indigenous governance’. A number of further briefs are in preparation for the planned second phase of the project in 2008, including on governance institutions, leadership, cultural legitimacy, and capacity building.

3.5 **ICGP EDITED BOOK**

Preparations are well underway towards the production of an edited volume on Indigenous community governance, which will constitute the final, major publication of the first phase of the ICGP. Specifically aimed at communicating the research findings to a more academic readership, including government policy-makers, it will bring together the project’s broad-ranging, evidence-based, ethnographic case studies of Indigenous governance across Australia. Final revisions of chapters contributed by ICGP researchers are currently being undertaken (see also Sections 1.2, 1.4, 4.1).

3.6 **ICGP PRESENTATIONS AT SEMINARS, CONFERENCES, & WORKSHOPS**

**Jon Altman**


‘The twelfth measure will cut deepest—the multiple effects of abolishing CDEP’, Paper presented to the *Forty Years On: Political Transformation and Sustainability Since the Referendum and into the Future* AIATSIS conference, Canberra, 5–8 November.

**Manuhuia Barcham**


Mick Dodson, Janet Hunt & Diane Smith

'Key research issues and findings from the Indigenous Community Governance Project 2006', 2007 CAEPR Seminar Series I, CAEPR, ANU, Canberra, 2 May.

Janet Hunt


'The Indigenous Community Governance Project: Results from research', Presentation to the NSW Government Two Ways Together Forum, Sydney, 26 November.


Janet Hunt & Jerry Schwab


Bill Ivory

'Indigenous leadership: Critical events in the northwest of the Northern Territory', Postgraduate Seminar Series, Menzies School of Health Research, Darwin, 30 March.


Frances Morphy

'(Im)mobility: Further thoughts on the nodal network model for regional population structures in northeast Arnhem Land', 2007 CAEPR Seminar Series II, CAEPR, ANU, Canberra, 24 October.

Will Sanders

'Small successes in Australian Indigenous affairs: Reflections on Australian Unlimited Roundtable and the Ti Tree Creek Camp study', 2007 Public Affairs Seminar Series, NARU, Darwin, 4 April.

'The contraction of the CDEP Scheme under new management after thirty good years: Growing old or returning to remote area origins in times of low unemployment?', 2007 CAEPR Seminar Series I, CAEPR, ANU, Canberra, 23 May.

‘In the name of failure: The Howard government’s generational revolution in Indigenous affairs’, 2007 CAEPR Seminar Series II, CAEPR, ANU, Canberra, 8 August.


Benjamin Smith

‘We got our own management: Local knowledge and development on Aboriginal homelands, North East Australia’, SRES Seminar Series, School for Resource and Environmental Studies, Dalhousie University, August.


Diane Smith


Patrick Sullivan


‘Good governance for services and advocacy’, Presentation to Queensland Aboriginal and Islander Council Workshop, Governance and Business Support, Brisbane, 28 August.


### 3.7 PUBLICATIONS

**Manuhuia Barcham**


**Sarah Holcombe & Will Sanders**


Janet Hunt


Janet Hunt & Stephanie Garling (eds)


Janet Hunt & Diane Smith


Janet Hunt, Diane Smith & Stephanie Garling (eds)


Frances Morphy

'The language of governance in a cross-cultural cultural context: What can and can't be translated', Ngiya Talk the Law, Governance in Indigenous Communities, 1 (June): 93–102.

Will Sanders


Will Sanders & Sarah Holcombe

'The Ti Tree Creek Camp study: A contribution to good governance', Ngiya Talk the Law, Governance in Indigenous Communities, 1 (June): 72–92.


Benjamin Smith & Isaac Savage

Diane Smith


Patrick Sullivan


Patrick Sullivan & Katharine Oliver


Kathryn Thorburn


3.8 OTHER PRESENTATIONS

3.8.1 National

Jon Altman

‘Opening comments’ to Senate Standing Committee on Legal and Constitutional Affairs Inquiry into the Provisions of the Northern Territory Emergency Response Bill 2007 and Associated Bills, Expert witness, Canberra, 9 August.

Janet Hunt

‘The Indigenous Community Governance Project’, Presentation to the Queensland Aboriginal and Islander Health Council Conference, Brisbane, 28 August.

'Indigenous demographics in NSW and Indigenous community governance’, Presentation to Senior Officers Cultural Awareness Training Program, NSW Department of Environment and Climate Change, Sydney, 29 August.

Lecturer, 'Governance and development’, to ANTH8040 and ANTH8029, MAAPD, ANU, Canberra.

Janet Hunt & Frances Morphy


Janet Hunt, Will Sanders & Kathryn Thorburn

'Research findings of Indigenous Community Governance Project', Presentation to Batchelor of Community Management students, Warawara Indigenous Studies, Macquarie University, Sydney, 24 July.

Janet Hunt & Diane Smith

'Indigenous Community Governance Project findings and policy implications', Presentation to the Western Australian Government Strong Leadership and Governance Senior Officers Group, Perth, 5 September.

'Indigenous Community Governance Project findings', Presentation to the Queensland Government Building Capacity in Indigenous Community Governance Forum, Department of Communities, Brisbane, 10 September.

'Indigenous Community Governance Project findings', Presentation to the National Native Title Tribunal, Perth, 6 September.

Janet Hunt & Kathryn Thorburn


Frances Morphy

'Indigenous Community Governance Project: The Laynhapuy case study', Presentation at Nhulunbuy Indigenous Coordination Centre to ICC and Northern Territory government staff, Nhulunbuy, 25 September.

'Report on the Laynhapuy case study', Presentation to Laynhapuy Homelands Association staff, 5 October.
'Report on the Laynhapuy case study', Presentation to Laynhapuy Homelands Association Board, 9 October.

3.8.2 International

Manuhuia Barcham

‘Governance of indigenous post-settlement organisations’, Annual Matariki lecture, Te Pūtahi-a-Toi, School of Māori Studies, Massey University, New Zealand, 19 June.

3.8.3 Other meetings where ICGP research findings were communicated

The project communicated its findings in a range of small group and individual meetings (either in person or by telephone) with key people over the year. These included:

- Lieutenant General John Sanderson AC, Special Adviser to the Government of Western Australia on Indigenous Affairs, and a member of his staff
- Indigenous students from the Batchelor of Community Management program at the Warawara Centre, Macquarie University
- Researchers from the Australian and New Zealand School of Government undertaking a project on addressing over-representation of Indigenous youth in the Justice system in Queensland through community capacity-building (by phone)
- Researcher from the Bachelor of Social Science and Policy, UNSW, conducting research on behalf of the Aboriginal Justice Advisory Council (AJAC), an independent advocacy group within the NSW Attorney General’s department (by phone)
- Lecturers from the Continuing Education Program, Murrumbidgee Rural Studies Centre (MRSC), NSW, including their lecturer in Governance and Administration, and
- A principal health advisor from the NT Government (who is also a doctoral student at the MSHR), Darwin, who is researching Tiwi community control.

In addition, key documents were sent to the NSW Legislative Assembly Inquiry into *Closing the Gap—Overcoming Indigenous Disadvantage*. 
3.9 MEDIA

In 2007, the ICGP gained some media coverage of its research findings:

Print media

Patricia Karvelas, ‘Indigenous groups need better support’, The Australian (Sydney), 7 May, p. 2.


‘Communities can govern themselves’, The Koori Mail (Lismore), 18 July, p. 3.


Radio

10 July

666 ABC Canberra, 06.00 and 07.45 News, Diane Smith interviewed.

783 ABC Alice Springs, 07.30 News, Diane Smith interviewed.

612 ABC Brisbane, 07.00 News, Diane Smith interviewed.

Triple J Melbourne, 06.00 News, Diane Smith interviewed.

105.7 ABC Darwin, 06.00 News, Diane Smith interviewed.

30 July

92.1 RTRFM Perth, Morning Magazine, Janet Hunt interviewed.
4. FUTURE PLANS

This will be the final annual report for this phase of the ICGP. However, there remain some tasks to complete in the first part of 2008, and we are hopeful of securing funding for a second phase of the project.

4.1 BOOK EDITING & PUBLICATION

In the early months of 2008 we will complete the editing and preparation for publication of an edited volume on Indigenous Community Governance. This will be the final major output of the ICGP.

4.2 DISSEMINATION OF RESEARCH FINDINGS

Some other publications will continue in early 2008:

- The Community Governance newsletter will continue in electronic form, with a small number of hard copies for participating communities. One issue will be produced in early 2008, subject to resources.

- A periodic Community Governance Research Update will be produced and published on the ICGP web pages, with abstracts of the major papers emerging from the research, as well as other related research, subject to resources.

- Further issues of Indigenous Governance Matters will be developed to provide short, succinct summaries of some key insights emerging from the research.

- Academic papers will continue to be produced and submitted to targeted journals.

- The ICGP research will continue to contribute to the Indigenous Governance Toolkit being developed by RA.

- The ICGP research will continue to contribute to RA’s website and newsletters.

Other dissemination:

The ICGP will continue to contribute to ongoing discussions and workshops with Indigenous organisations, governments and others as requested, subject to external funding being provided for any travel required.
5. REFERENCES


6. APPENDICES

Appendix A: ICGP staff and research collaborators, 2007
Appendix B: Fieldwork completed in 2007
Appendix C: Membership of the ICGP Advisory Committee
APPENDIX A: ICGP STAFF & RESEARCH COLLABORATORS 2007

ICGP STAFF

Professor Mick Dodson AM
Chief Investigator, Board Member of RA; Director NCIS, ANU; Faculty of Law, ANU (Indigenous lawyer, researcher and advocate)

Mr Jason Glanville
Partner Investigator, Policy and Programs Director, RA

Professor Jon Altman
Chief Investigator, Director, CAEPR, ANU (economist and anthropologist)

Ms Diane Smith
Chief Investigator, Fellow, CAEPR, ANU (anthropologist)

Dr Will Sanders
Chief Investigator, Senior Fellow, CAEPR, ANU (political scientist)

Ms Janet Hunt
Senior Research Manager, CAEPR, ANU (international development)

Ms Stephanie Garling
Research Assistant, CAEPR, ANU

Dr Sarah Holcombe
ARC Research Fellow, CAEPR, ANU (anthropologist)

Ms Frances Morphy
Research Fellow, CAEPR, ANU (anthropologist and linguist)

Dr Benjamin Smith
ARC Research Fellow, CAEPR, ANU (anthropologist)

Dr Manuhuia Barcham
Director, Centre for Indigenous Governance and Development, Massey University, NZ (political scientist)

Ms Kathryn Thorburn
PhD (APAI) scholar, CAEPR, ANU (geography and political science)
Mr William Ivory  
PhD scholar, CDU, Darwin, NT (anthropology and community development)

Ms Christina Lange  
PhD scholar, Centre for Anthropological Studies, UWA, Perth, WA (anthropology and public policy)

ICGP RESEARCH COLLABORATORS  

Dr Manley Begay  
Director of the NNI, University of Arizona, Tucson, AZ, USA; contributing comparative research advice from USA, under the ICGP MOA.

Professor Stephen Cornell  
Director, Udall Centre of Studies in Public Policy, University of Arizona, Tucson, AZ, USA; contributing comparative research advice from USA, under the ICGP MOA.

Mr Bill Gray AM  
Centre Associate, CAEPR, ANU; contributing national and state policy analysis.

Mr Neil Sterritt  
First Nations Consultant, Hazelton, BC, Canada; contributing comparative governance research and training advice, Canada.

Dr Patrick Sullivan  
CAEPR Visiting Centre Associate; Visiting Research Fellow, Indigenous Regional Organisation and Governance, AIATSIS; contributing research analysis of Indigenous regional organisation and government service delivery.

Dr John Taylor  
Deputy Director and Senior Fellow, CAEPR; assisting the ICGP in developing baseline community profiles.

ICGP STUDENT (RA SCHOLARSHIP)  

Ms Beth Craddy  
Postgraduate student, MAAPD, ANU.
## APPENDIX B: FIELDWORK COMPLETED IN 2007

<table>
<thead>
<tr>
<th>ICGP Researcher/s</th>
<th>Field Location</th>
<th>Fieldwork Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Will Sanders &amp; Bill Arthur</td>
<td>Torres Strait (TSRA)</td>
<td>None</td>
</tr>
<tr>
<td>2. Will Sanders &amp; Sarah Holcombe</td>
<td>NT: Ti Tree (ACGC)</td>
<td>SH: March, June WS: March, June /July and October</td>
</tr>
<tr>
<td>3. Jon Altman</td>
<td>NT: Maningrida (BAC &amp; Council)</td>
<td>June, November</td>
</tr>
<tr>
<td>4. Bill Ivory</td>
<td>NT: Wadeye (Thamarrurr)</td>
<td>July</td>
</tr>
<tr>
<td>5. Frances Morphy</td>
<td>NT: Yirrkala (Laynhapuy Homelands</td>
<td>April/May</td>
</tr>
<tr>
<td></td>
<td>Association)</td>
<td>September/October</td>
</tr>
<tr>
<td>6. Diane Smith</td>
<td>NT: Overview of NT Regional Authorities</td>
<td>Fieldwork completed</td>
</tr>
<tr>
<td></td>
<td>NT: Wadeye</td>
<td>No fieldwork commenced</td>
</tr>
<tr>
<td></td>
<td>NT: WAS</td>
<td>Regular attendance at WASTC meetings (approximately 6-weekly)</td>
</tr>
<tr>
<td>7. Diane Smith &amp; Leah Armstrong</td>
<td>NSW: Newcastle (Yarnteen ATSI Corporation)</td>
<td>Fieldwork completed—ongoing monitoring by phone, and collaboration in relation to publications</td>
</tr>
<tr>
<td>8. Kathryn Thorburn</td>
<td>WA: West Kimberley, Fitzroy Crossing</td>
<td>April</td>
</tr>
<tr>
<td></td>
<td>(Bunuba Inc. &amp; Kurungal Inc.)</td>
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<tr>
<td></td>
<td>Name</td>
<td>Location</td>
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</tr>
<tr>
<td>10</td>
<td>Patrick Sullivan</td>
<td>Ngaanyatjarra Lands, WA.</td>
</tr>
<tr>
<td>11</td>
<td>Manuhuia Barcham</td>
<td>WA: Noongar, south-west region</td>
</tr>
<tr>
<td>12</td>
<td>Ben Smith</td>
<td>QLD: Coen (CRAC)</td>
</tr>
<tr>
<td>13</td>
<td>Bill Gray &amp; Will Sanders</td>
<td>ACT: Secretaries' Group (national)</td>
</tr>
</tbody>
</table>
APPENDIX C: MEMBERSHIP OF THE ICGP INTERNATIONAL ADVISORY COMMITTEE

Professor Mick Dodson AM, Chair of the Committee
Chief Investigator, Board Member of RA; Director NCIS, ANU; Faculty of Law, ANU
(Indigenous lawyer, researcher and advocate)

Ms Leah Armstrong
Executive Director, Yarnteen ATSI Corporation, Newcastle, NSW

Dr Manley Begay
Director, NNI, University of Arizona, Tucson, USA

Professor Larissa Behrendt
Director, Jumbunna Indigenous House of Learning, University of Technology, Sydney, NSW

Ms Amanda Cattermole, represented by Mr David Pedlar
Department of Indigenous Affairs, WA

Professor Stephen Cornell
Director, Udall Centre for Studies in Public Policy, University of Arizona, Tucson, USA

Mr Patrick Dodson
Chairman, The Lingiari Foundation, Broome, WA

Mr John Daly
Deputy Chair, Northern Land Council, Darwin, NT

Ms Helen Hambling, represented by Mr Greg Andrews
Office of Indigenous Policy Coordination, Australian Government, Canberra, ACT

Dr Simon Longstaff
Executive Director, St. James Ethics Centre, Sydney, NSW

Mr Darryl Pearce
Executive Director, Lingiari Policy Centre

Mr David Ross
Director, Central Land Council, Alice Springs, NT

Mr Neil Sterritt
Managing Director, Sterritt Consulting Ltd, Hazelton, British Columbia, Canada
Mr Neil Westbury, represented by Mr Peter Wellings
Office of Indigenous Policy, Chief Minister's Department, Darwin, NT

Mr Peter Yu
Chair, Aboriginal Housing Infrastructure Council