

Australia Report

Social Enterprise
Visit Programme

2009



Australia Visit Programme 2009 Report



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This programme provided a group of 20 Scottish participants with an opportunity to experience social enterprise in a different continent, although one with the closest governmental and legal systems to the UK. The journey commenced with participation at the 2nd Social Enterprise World Forum in Melbourne, hosted by Social Ventures Australia and Social Traders. The World Forum enabled our participants to interact with international colleagues and participate in a range of visits to social enterprises in Victoria. Our hosts planned to continue the momentum generated in Edinburgh in 2008 while using the occasion of the World Forum to gain impetus for social enterprise development in Australia.

The Forum and local enterprise visits were followed by a visit programme to the Kimberley region of Western Australia, an amazing region with unique culture, geography and approach to enterprise. The Kimberley programme incorporated visits to social enterprises run by aboriginal groups, offering an insight into Australian culture and society which was completely different from the standard tourist experience. Our hosts included leaders who have brought about fundamental change in Australian society through their fight for social justice.

During the development of this visit programme, CEiS met with the programme sponsors at the Scottish Government, RBS and Highlands and Islands Enterprise, to discuss some of the characteristics and intended outcomes from the programme. We agreed that the group would include social enterprise leaders, social enterprise intermediaries, funding agencies and government officials. Ultimately the group composition played a key role in the process of analysing conference sessions, reflecting on social enterprise visits and discussing key issues including transferability and relevance. There is significant benefit in having a mixed group of this nature as our domestic schedules don't afford the opportunity to gain an in-depth understanding of other sectors and organisations in the way that an extended visit programme can.

Our aim was that, as the host country of the first Social Enterprise World Forum, our group would be ambassadors for Scotland and would endeavour to add value as well as learn. Scotland has built a reputation as the country with one of the most supportive and enabling environments for social enterprises, others throughout the world are interested in this experience.

The pre-departure literature stated that the programme would;

- Provide high quality enterprise visits to outstanding social enterprises
- Provide opportunities to engage with local enterprise leaders and policy makers
- Generate discussion in our group about the relevance and potential of the experience
- Influence future investment, development programmes and policy initiatives in Scotland

Our expectations were generally exceeded as the variety of social enterprises and the structure of the programme, with opportunities for critical analysis and reflection, led to constant discussion and engagement. The participant actions and feedback confirm that the social enterprise movement in Scotland will derive many benefits from this visit programme well into the future.

This report commences with our views and feedback on the Social Enterprise World Forum in Melbourne and study visits in Victoria before summarising the key observations on the social enterprises visited in Western Australia. After detailing some feedback on programme organisation we examine the individual actions that participants have committed to achieving before offering a perspective for future programmes.

Our hosts in Melbourne, Social Ventures Australia and Social Traders worked effectively to accommodate

Introduction



the needs of our group as we were the largest international delegation. The role that Scotland played in generating the idea for, and hosting, the first Social Enterprise World Forum, was frequently acknowledged. We are grateful to the staff of SVA and Social Traders for our welcome to Melbourne and for enabling many of our group to present material and facilitate sessions during the World Forum. We are delighted that the Forum has advanced awareness of social enterprise in Australia. That was the key objective when we began to plan together for the 2009 Forum, even before the inaugural event in Edinburgh took place in 2008.

For most of our group the highlight of the programme was the visit to Western Australia. A number of factors worked in harmony to create a situation where friendships were generated, learning was shared, ideas were freely discussed and both our Australian hosts and our Scottish group got stuck in to discussions. Our concern was that the visit would scratch the surface, a short time with enterprises, leading to basic understanding, little impact and negligible legacy. However the preparedness of our hosts to elaborate on significant issues, to share concerns and explore solutions, collaborated to make the experience quite special for both parties. We were made extremely welcome, the programme preparation was thorough, the schedule allowed for meaningful interaction and we are indeed privileged that our engagement included community leaders of international repute.

Our group was given a unique insight into the culture, history and economics of the Kimberley Region and in particular its indigenous communities. This experience is far removed from the standard tourist experience and our privilege is to have been given an opportunity that few Australians have been afforded. We are delighted to have been able to contribute, to stimulate ideas, to assist our hosts to see the potential of greater local collaboration and to provide momentum for a future social enterprise network in the Kimberley.

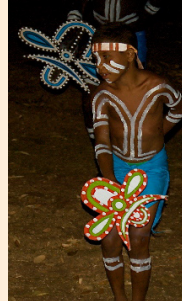
Our “Scottish Mob” are extremely grateful for the endeavours of everybody in Goolarri Media Enterprises, the seminar contributors and our host enterprises throughout the Kimberley. However, a very special thanks must be extended to Stephen “Bamba” Albert for an engagement full of warmth, humour and musicality, and to Pat Dodson for the unique and powerful perspectives on social and community enterprise as a route to economic engagement and empowerment for aboriginal people. The plan to route the Scottish Group to beautiful and remote Western Australia was conceived in the Bongo Club in Edinburgh in September 2008. We will be forever grateful to Kevin Fong for his vision, persistence and creativity in working with CEIS to create a truly memorable visit programme.

What Now? This is the start of a long term collaboration rather than the end of a short visit, and the actions detailed in this report point to a host of exciting possibilities for future learning and development.

Sponsors

While some of the 2009 study tour participants were entirely self funded, the majority of the participants from social enterprises were supported by bursaries provided by the Scottish Government, Highlands and Islands Enterprise, Lanarkshire Enterprise Services and RBS. We acknowledge the leadership and strength of purpose shown by the programme sponsors given the potential for this type of programme to be written off as a luxury rather than being viewed as an integral part of building learning and expertise and promoting awareness of Scotland as an international social enterprise leader. Participants worked hard to ensure that this investment would generate a range of outcomes and actions to benefit enterprises and communities in Scotland and to realise an impressive return on investment for the event partners and sponsors.

SEWF Programme Overview



Time

Event

Tuesday 6 October

5.15 – 7pm

Opening Ceremony of SEWF 09, Parliament House of Victoria, Melbourne, VIC

Wednesday 7 October

7am

Registrations and networking

9am

Welcome

9.30am

Plenary session - Hypothetical

Topic: The world is a village - discuss

10.30am

Morning Tea - Connection Time

11.00am

Plenary session – Global Showcase

Topic: Social enterprise around the globe

12pm

Lunch and World Café

1.30 pm

Breakout Sessions on New Markets:

- | | |
|--|--|
| 1. Closing the Indigenous economic gap | 2. Turning good intentions into action |
| 3. Enterprise for the planet | 4. Beyond profit |
| 5. The social enterprise challenge | 6. Stories from the front line |
| 7. Generating ideas | |

3.00pm

Afternoon Tea/ Connection Time

3.30pm

Breakout Sessions on New Markets

- | | |
|--|--|
| 1. Closing the Indigenous economic gap | 2. Turning good intentions into action |
| 3. Enterprise for the planet | 4. Beyond profit |
| 5. The social enterprise challenge | 6. Stories from the front line |
| 7. Guerrilla marketing for your enterprise | 8. The Lion's Den |

6.45pm

Pre-Dinner Drinks

7.30pm

SEWF Annual Dinner

Thursday 8 October

9.00am

Plenary session – Debate

Topic: There's no business like social business

10.00am

Breakout Sessions on Pathways to success

1. Landing a big deal
2. Scaling Up
3. Look before you leap - preparing your enterprise for growth
4. Perfect match?
5. Lessons learned on the road to scaling social enterprises
6. The only route to scale
7. Action learning - accelerating your pathway to success
8. Apps, Twitter and Megabytes - Hi-tech social enterprises

11.15am

Morning Tea/ Connection Time

11.45am

Breakout Sessions on Pathways to success

- | | |
|--|-------------------------------|
| 1. Female Entrepreneurs | 2. Scaling Up |
| 3. Building the right muscles | 4. Perfect match? |
| 5. Lessons learned on the road to scaling social enterprises | |
| 6. Gearing your enterprise for innovation | 7. Igniting your presentation |
| 8. Size doesn't matter: small is beautiful | |

1pm

Lunch and World Café

2.30pm

Breakout sessions on Investment in social enterprise: what works

- | | |
|--|---|
| 1. Be Careful what you wish for... | 2. New approaches to SE investment |
| 3. Demonstrating value | 4. Measuring SROI and Impact |
| 5. Social to Social Trading | 6. Putting social enterprise on the map |
| 7. What's the government's role in social investment | |
| 8. The Lion's Den | |

4.10pm

Plenary session - Hypothetical

We are the people we've been waiting for!

5.10 pm

Forum close and official Handover

5.30pm

Closing drinks & canapes



What worked well

- Ideas generation session was lively and the Innovation session matched its billing
- An introduction to the significance of land ownership in communities
- Panel Debate was a great idea, well executed - Alistair Wilson was fabulous
- The cartoonist created a great visual capture, good idea
- The policy elements demonstrated how the Australian government has come behind social enterprise, and reasonably recently
- The Australia section of the Around the globe video on day 1 was the strongest as some of the international footage lacked context on how it was related to social enterprise – overall the diversity was reflected
- The concept of having a range of themes ensured good choice although there were many clashes where interesting sessions were concurrent

What didn't work well

- Networking time was insufficient, as is often the case at events
- An overview of the Australian Social Enterprise Movement would have been good, how many enterprises, in what states, which economic sectors, how many non-profits would identify as social enterprises, or are likely to do this so? More depth on native title and communities
- The panel at the beginning had too many people, it was a good idea but could have been ½ the size and less about the facilitator
- Delegates were looking for a more in-depth insight into social enterprise in Australia and if some of the excellent enterprises in Victoria had been featured in the programme, this would have allowed for topical discussion relevant to an International and domestic audience
- Not enough social enterprise focus, overlap into entrepreneurship not relevant

Observations

- Video would have worked better outside in the catering area on a loop
- How to integrate international delegates? This needs to be focused on during event planning
- Great achievement to get over 500 people to Melbourne in the teeth of a recession
- More information on the hosts would have helped, visibility of the SVA portfolio and the method of investment, what is it the Social Traders remit and programme?
- The networking with other delegates was great, lots of contacts have been established

Conference Format/ Venue etc



What worked well

- Programme was excellent – the layout, format and structure, the quality of the printed material
- The Venue and city was fabulous, great choice
- Conference had an energy and a buzz
- The sessions that were small worked well
- The mergers and acquisitions sessions was very good, informative
- SVA did help to find someone I wanted to meet, (in the absence of a delegate list)
- Food was the best that I have tasted at a conference

What didn't work well

- Not having delegate lists frustrated all international and many local participants – fundamental error in not having this or not being able to rectify it when prompted
- Lacked emphasis on funding and investment
- Workshops spent too much time with the presenters talking and no time for an in-depth Q&A
- Visit programmes not shown at the event – lost opportunity
- Workshops not as participative as stated in the programme and not dynamic to participate
- Some of our Scottish presenters were scheduled last and poor facilitation meant that early presentations over-ran (in some cases dramatically) and the discussion and final presenter was severely curtailed
- No follow up given to chairs with briefing
- Lion's Den started before workshops had finished
- Speakers were very difficult to contact, SVA could have helped out with this
- Room temperature either too hot or too cold
- Poor signage to some of the sessions
- Brief was contradictory – SVA gave initial brief and this often varied from brief from chair
- Chairs/ presenters were not informed of last minute speaker changes in their sessions

Observations

- Need to continue to have generic conference themes – Finance, Social Enterprise Health, Social Enterprise Environment, sustainability, policy, to make SEWF relevant to all
- Memo board to follow up on conversations that happened during the break times
- A contact board to make an introduction to delegates that you are unable to locate
- World café was a good concept but not enough space
- Could have publicised the social enterprises that supplied the event (e.g food)

Ceremonies/ Evenings



What worked well

- All seemed to work well – The opening ceremony set the scene
- The opera singer Deborah Cheetham was absolutely fantastic and this was the highlight of the conference, great story and it had a significance given our experience on our trip to Western Australia
- The dinner was better from a networking purpose
- I feel that I understand the indigenous culture more after the various ceremonies, the integration of dance and music worked really well and within hours the blogs were portraying this to a worldwide audience



What didn't work well

- We couldn't quite understand the etiquette during the dinner, hush for much of the entertainment and then talk and eat through the ministers speech? We can have no real issue with this if that's common practice but many of the cold uneaten dinners were probably from the Scottish group who listened to the minister
- The minister delivered a very strange speech, however he did very well given his newness in post and the background noise
- Why have Kevin Fong on stage twice at opening and closing but not involve him in delivery?

Observations

- The acknowledgement of traditional owners of land during the conference itself didn't sit comfortably as much as when done at ceremonies. This could have been explored further and perhaps linked to big issues such as native title in more depth
- Programming needs to be considered, we stood for too long at times
- The ceremonies brought a uniquely Australian feel, and in a tasteful manner which was relevant to the international delegates, well done!



Victorian Social Enterprise Visits



What worked well

- The Eaglehawk/Bendigo programme was amazing and showcased social enterprise in Victoria
- CERES was a city oasis, a great visit
- Infotec would be a serious international partner for tech based social enterprise ventures
- Bendigo Bank was inspirational, and given the changes to our banking system in Scotland where some of the branch network is under threat, it is timely to see community banking in action and we will be in touch with Bendigo to determine international transfer of expertise
- Best bit of the Melbourne programme, well organised with each trip being unique offering ideas and focus
- The human story is the most powerful that you can tell and these visits proved that

What didn't work well

- Some feature of the enterprises or their context during the event would have made the conference more relevant. Our view is that Bendigo bank is one of the most effective and inspirational methods of supporting financial inclusion in communities, a short plenary would have showcased this uniquely Australian innovation

Observations

- Social enterprises in Australia are a match for anything worldwide
- Confidence to move on, being more innovative and radical and they have the support of the public that this is the right thing to do. Let's use this to build on Scotland
- Look at the SE visits that we could have back home, perhaps a national visit programme?



Representing Scotland

- Fantastic, the group size was a major impact factor with our badges and visibility
- The number of speakers that we had within the group made it easy to engage
- The approach involved sharing and learning, I picked this up quite quickly and was happy to continue to contribute where relevant and listen and learn when appropriate
- Our policy framework in Scotland is fairly advanced, at the pre-forum sessions and during the workshops it was interesting to understand the Australian attitude to transfer. Unlike European countries where the focus seems to be on the differences and transferability problems, there was a positive attitude to learning, understanding and replicating

Western Australia Visit Programme

BRAMS



BRAMS is a primary health care service. It is an Aboriginal community owned and controlled health service that provides holistic, culturally appropriate curative service as well as integrated preventative programs.

The Broome Regional Aboriginal Medical Service (BRAMS), established in 1978, was the first Aboriginal community controlled health service in the Kimberley region. In response to perceived deficiencies in the health services then available, an Aboriginal community action group elected a committee of management following a series of meetings.

The fledgling service used space at the St John of God Convent in Broome and consisted initially of a volunteer administrator, driver, Aboriginal registered nurse and receptionist. The services of a doctor was later obtained from Congress in Alice Springs. After years of community struggle, the support of other services such as Redfern AMS in Sydney and after a period of funding from a German aid organisation, Commonwealth government funding was eventually secured through the then Department of Aboriginal Affairs (DAA).

Today BRAMS provides a comprehensive range of curative and public health services. These include clinic consultations by doctors and AHW's, field orientated public health programs (women's health, sexual health, chronic disease, under five) and provision of transport to those in need. BRAMS manage specialist appointment notification and transport needs to facilitate access to specialist services.

Of the initiatives undertaken by BRAMS over the years, perhaps the two most important have been leadership in remote area Aboriginal health worker training and the application of information technology in the remote primary care setting.

- Good scene setter for the group, gave a sense of scale (geographic)
- Old fashioned style – felt that it had a community board
- Not obvious how it linked into other community services
- Good preventative materials – incentives to promote positive health
- Transport a key issue and accommodation – examine the role of government
- Actually given the quality of urban and rural health services in Australia, this is a very good service
- The service could show the way if it reaches beyond indigenous patients – would have huge additionaly
- Are local technical skills being built up to avoid dependency on Perth?
- Having sustainable funding is significant in long term
- Uncomfortable with intruding on patients during dialysis
- BRAMS is far more advanced that we first thought
- There is still a lack of connectivity through the state and government agencies
- Thought that this is a very good project given the health service throughout Australia has infrastructure problems including long waiting lists
- This service was described as “traditional” or “old fashioned” by our group, although it was innovative and modern for rural Australia. Factors such as remoteness, population, density, culture and health infrastructure are key but as a “non social enterprise” it gave good insight into indigenous issues



Western Australia Visit Programme

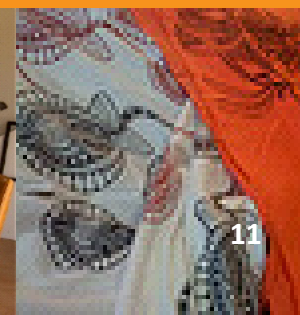
Jarunda Yaruru – Women’s Enterprise Centre



Jarnda Yawaru Womens Centre is a dynamic arts centre where women produce high quality textiles using screen printing, hand painting and a range of techniques in an empowering and supportive setting. The enterprise is under new management and has placed sustainability at the heart of its business. Having a professional approach to retail income is key to this. The quality of product resonated with our group and some possibilities of import/export have been mentioned.

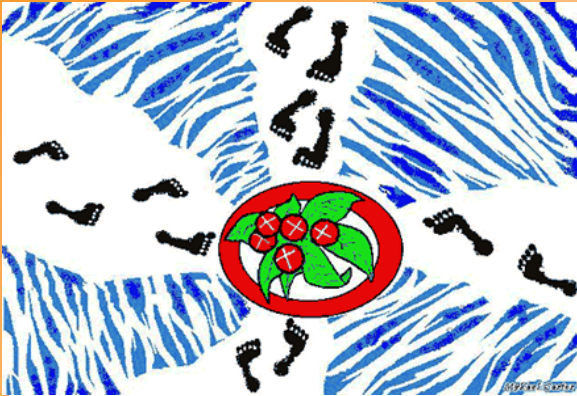


- Instinctive attitude and great leadership shown by Gillian
- Potential for international trading
- The business is easy to understand
- This could scale with investment
- This visit exposed issues about the treatment of indigenous peoples potential
- Very high quality design, products and execution – world class good but need to be able to use the women of the community in a more productive way
- Could have wider role in developing community leadership
- Lots of “we” rather than “I”, evident throughout
- Capital investment could scale up this project
- Supply & demand and the marketing of the product needs to be addressed
- Development of leaders within the indigenous community – can this happen as it appears that it is a non indigenous person that was brought in to turn the enterprise around
- What is the magic for this development?
- The sense of the community within this enterprise is what makes it sustainable and they are willing to look at various services that can be delivered



Western Australia Visit Programme

Nirrumbuk Aboriginal Corporation



Nirrumbuk Aboriginal Corporation is an Indigenous Employment and Training Organisation located in Broome, Western Australia. Their aim is to break the cycle of welfare dependence and promote self sufficiency for individuals and communities in the Kimberley Region. Our group was introduced to a number of the elements of Nirrumbuk, Employment Services, Training Services and Accommodation services.

The Nirrumbuk Indigenous Employment Centre is there to assist and support CDEP participants to find long term employment.

Djaringo is an Indigenous owned and operated Registered Training Organisation based in Broome, Western Australia. Djaringo is based in the Nirrumbuk Skills Centre in Blackman St, Broome. The following areas are provided, automotive, Business, Horticulture, Environmental Health, Rural Operations, Get Ready to Work, Tourism, Governance, General Construction, Indigenous Mentoring, Mining

Broome Youth Accommodation Service is a partnership between Nirrumbuk Youth Services, Department of Community Development and Homeswest to provide transitional accommodation, relief and assistance to homeless young people in the Kullarri region. Broome Youth Accommodation Service provides young people aged 16- 25 years who are homeless or at imminent risk of homelessness with safe, secure and affordable housing. We also provide assistance with learning to live independently and support in developing a positive future.

- Completely sorted, networked, know his contact and knows his business
- Great leadership
- Understood the broader role of being a flagship and demonstrating capacity and ability
- He saw the bigger vision of how the business fitted with the wider indigenous community working with the other projects within the community
- Different approach to young people leaving the area – emphasis on leaving to learn skills and then returning to opportunities within the community
- Matched the social firm values – enterprise, empowerment, employment
- Good employer relationships
- Operating to extend in the absence of government
- Local rivalry surprised us – its worth exploring this
- Faced the battles with government and this became the theme of the whole visit programme



Western Australia Visit Programme

Goolarri Media Enterprise



Goolarri Media
Enterprises

Goolarri Media Enterprises is a fully owned Indigenous company through the Broome Aboriginal Media Association (BAMA) which was launched in 1991

after ten years of community discussion about the need for an Indigenous media service for the rapidly growing town of Broome. Goolarri Media facilitates and manages the development of both Indigenous and Non-Indigenous media and communications and assists in the development and ongoing enhancement of Indigenous music and musicians in the area.

Goolarri Media Enterprises aims to create a sustainable Indigenous media and performing arts centre that not only showcases the oldest living culture in the world but also brings continued investment into our community. Goolarri also aims to ensure that community concerns are considered by providing a resource base for Indigenous musicians providing support, resources and quality training opportunities. Goolarri Radio was launched in 1991 and after many years of growth, Goolarri Media Enterprises now facilitates and manages the development of both Indigenous and Non-Indigenous media and communications and assists in the development and ongoing enhancement of Indigenous music and musicians whilst undertaking the development of valuable initiatives in event project management involving the community as a whole.

Goolarri Media's Events Management and Music departments have a wealth of experience and knowledge in the creation, planning, coordination and implementation of festivals, events and music programs.

Goolarri TV (GTV35) is a 24 hour narrowcast television service broadcast throughout Broome and surrounding areas. With a mix of Indigenous and non-Indigenous programs, this unique station is a window into the culture, society and lifestyle of Broome and the Kimberley region. Offering an ever changing range of short programs that are produced locally, GTV35 is a popular source of information for both visitors and locals and presents local business with the opportunity to showcase their products and services in the highly credible and effective television medium. GTV35 offers a tool to the community as the unique voice of the region ensuring that the social and cultural pride of the community is expressed and enhanced.



- Potential to have a nationally significant role, can be a huge influencer – potential Foxtel relationship
- Long term ambitions must be to sell high quality indigenous media product to mainstream market and drive home message
- Young workforce – energy and creativity
- Extraordinary facility for such a remote area
- GME can think of a global role – access to media aid dissemination
- If going to scale – caution when taking on the big guns
- Continue to build technical capacity using location and culture to assist mentoring
- Real possibility of becoming the major national media provider and authority on indigenous media. Material could be regularly syndicated to mainstream national TV/radio. This will require ambition and strategic planning but the components are already there, assisted by the involvement of Pat Dodson as this association could be significant

Western Australia Visit Programme Seminar



BACKGROUND

A group of 20 people from the social enterprise movement in Scotland, with four Australian guests and a colleague from Social Firms Wales, had the great pleasure of visiting the Kimberley region of Australia to meet local communities, agencies significant to local life and wellbeing, and social enterprises. Following the forging of a business alliance between Community Enterprise in Scotland (CEIS) and Goolarri Media Enterprises (GME) in 2008, this visit was planned with the intention of;

- Engaging local enterprise and community leaders in a discussion on enterprise as a positive force in community life
- Examining strategies and best practice in producing social value through social and community enterprises
- Discussing the significance of having an “enabling and positive environment” in which social enterprises can start, grow and reach the appropriate scale to achieve maximum outcomes
- Providing the Scottish Group with a unique opportunity to understand the economic and cultural dimensions of the Kimberley
- Encouraging business and cultural alliances between participants in areas such as land reform, arts and culture, enterprise policy, value creation and environment

AGENDA

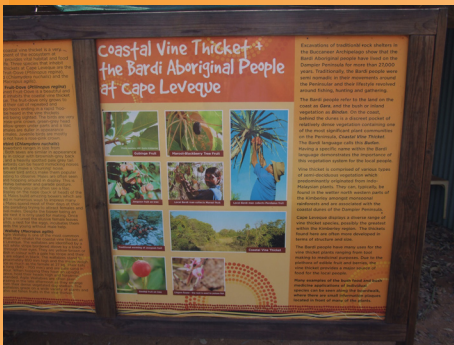
- Welcome Pat Dodson - Patron Of Goolarri and Chairman of Yawuru Prescribed body Corporate [Traditional Owners group]
- Managing Director Kevin Fong -GME to explain format for the afternoon including Welcome to Goolarri from GME Chairman –Stephen Albert
- Introduction of Scottish Delegation , who we are, why we are here – Gerry Higgins CEO CEIS
- Introduction of Lisa Cotton of Social Ventures Australia and investors
- Kelvin Barr of the Kimberley Development Commission presents Statistics and types of economies in the Kimberley
- Teik Oh and Howard Pederson of Kimberley Institute - The context in Broome and the Kimberley region, culture, environment, people and land. PLUS a brief discussion about “community” versus “family” business ie from cattle stations and community stores to tourism family businesses and more. An introduction to social enterprise development and where forward thinking organisations have made a real difference
- Gerry Higgins, Jim Mullan, Kerri Grant and Wendy Reid from Scotland – A Scottish perspective on social enterprise - Discussion



- Statistics helped set the scene
- Set a new benchmark for our understanding of rural and isolated areas
- “State of the nation” summary would have been useful
- We felt that our group had an added value in bring a focus to pull leaders together
- Small group style/ format may have increased interaction
- The issue of the “apology” and native title came through, this is a uniquely Australian issue
- Very good for our group - hope it was for our hosts
- Put Scotland in perspective, not as rural as we first thought
- This needs the continuation of the gathering of those attending the seminar to deliver the message to the whole indigenous community
- Might have been easier to engage if there weren’t so many of us/ or bigger space

Western Australia Visit Programme

Kooljaman and One Arm Point



Kooljaman at Cape Leveque is a wilderness style luxury camp which is surrounded by a diversity of natural wonders. The amazing wildlife, the vast array of marine life and a stunning coastline which allows unrestricted views of magnificent sunrises and sunsets, makes this a truly unique experience.

Kooljaman is the Bardi Aboriginal name for the land at the tip of the Dampier Peninsula north of Broome. The two surrounding indigenous communities of Djarindjin and One Arm Point jointly own Kooljaman and have developed the facility in line with the community's aspirations and their inherent knowledge of the land. Kooljaman at Cape Leveque has been established for 20 years and has won numerous state tourism awards and recently won four Australian Tourism Awards.



- Excellent community enterprise with the vision to expand
- Pitching felt strange for us – dragons den without the cash, needs a rethink
- More collective marketing, how to broaden out increasing local business
- Good hub for micro business
- Particularly like the veggie plot idea and the energy of such young people
- There appeared to be replication of the micro businesses, would a merger be possible
- WOW what a place!!!!

One Arm Point

In 1999 the Bardi Community was presented with an opportunity to participate in a government funded project to grow trochus. Financial support was obtained from a joint Australian Centre for International Agricultural Research (ACIAR) research grant with Samoa, Vanuatu and other agencies in Australia. This funding provided the support necessary for the hatchery to begin operating. The aim was to breed an amount of trochus that would be used to reseed nearby reefs off One Arm Point and Cunningham Point in order to replenish the existing trochus populations. Within twelve weeks the hatchery was designed and constructed. Even though the original setup of the operation was basic, the business has had several successful trochus harvests. Since commencing operations in 1999, the hatchery has had two upgrades and is looking to commence its third. To proceed further will require an additional injection of funds.

- Revelation, fantastic story
- Good fishy story
- Sustainable, high quality products
- Market for fish shells as the full products could increase value rather than selling to Italy to be used for buttons

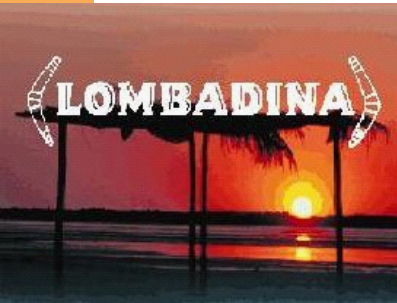


Western Australia Visit Programme

Lombadina



Set amidst a tropical oasis Lombadina offers accommodation that gives you an opportunity to share community life, escape the harsh elements of the Kimberley and time to enjoy one of the most beautiful swimming beaches in the world. While at Lombadina take a tour and your experienced Aboriginal guide will explain local culture and help you catch a succulent mud crab or juicy fish. The friendliness of the people, the pristine beauty of the area, the chance to relax in a tranquil setting and be refreshed by a cool sea breeze make Lombadina an unforgettable experience.



- Signage could be improved
- Community first – business second
 - Preserving a way of life
 - Felt like a commune
 - Dependant on its leaders
- Great location facilities
- Lots of components but some lost opportunities
- Assistance needed with business support
- Opportunities for cultural development
- Wider role re: community run enterprise
- Was there a business plan?
- What is the negotiable impact on community life
- School for Social Entrepreneurs potential
- They don't want to lose their way of life but this is a tourist attraction and not an indigenous settlement
- This is a place for tourists to go and not feel like a tourist
- Enhance quality of products in the shops
- Leaders were young, confident, clear and focused about the development of the community
- This could be the perfect meeting point for other local communities but this needs to be supported
- Communities are not willing to co-operate or give anything up to achieve outcomes
- The change must happen at the pace that communities are comfortable with

Mowanjum

The leaders of the Mowanjum enterprise came to meet our group in Broome after our visit was cancelled due to a Bush fire. Mowanjum has recently launched a new art/tourism centre valued at \$4.6m. The building houses an enterprise that will service the artists and tourists of the region. It is an iconic building that is a major Kimberley attraction. The centre has widespread support throughout the local Mowanjum and Derby communities, and is regarded as the most important current development in the area. Mowanjum also has a Pastoral Lease and various parcels of freehold land which are considered important resources for future developments that might include aquaculture, forestry and cattle operations. (see appendix for full powerpoint presentation)

Programme Organisation



	1 = poor - 5 = excellent
Pre-Departure Administration and Communication	Average
Communication with you in dealing with your booking	4.7
Programme Documentation and Guidance	4.9
Query Handling	4.8

Travel and Transfers	Average
Pre flight accommodation	4.1
Domestic Flights	4.3
Transfers to and from airports	4.7
International Flights	4.2
Travel to and from enterprises	4.8

Accommodation and Meals	Average
Meals in Melbourne	4.8
Meals in Broome	4.8
Meals in Singapore	4.9
Accommodation in Melbourne	4.8
Accommodation in Broome	4.8
Accommodation in Singapore	5.0

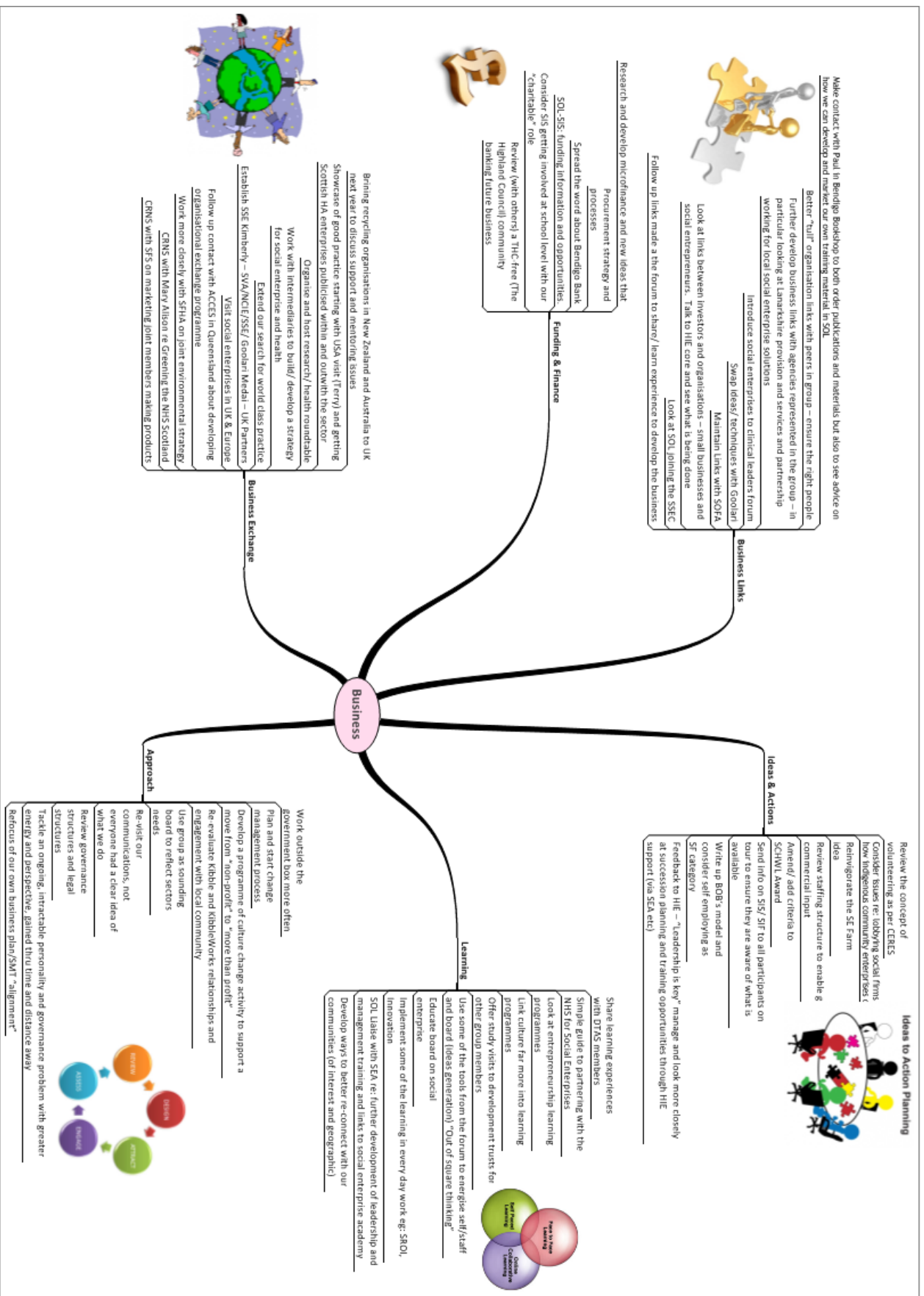
Financial	Yes	No
Was the total cost of the programme good value for money relative to the fee paid?	100%	
Did you incur costs that should have been included in the budget?		100%
If you had a bursary place, would you have been able to participate without this support?		100%

Comments

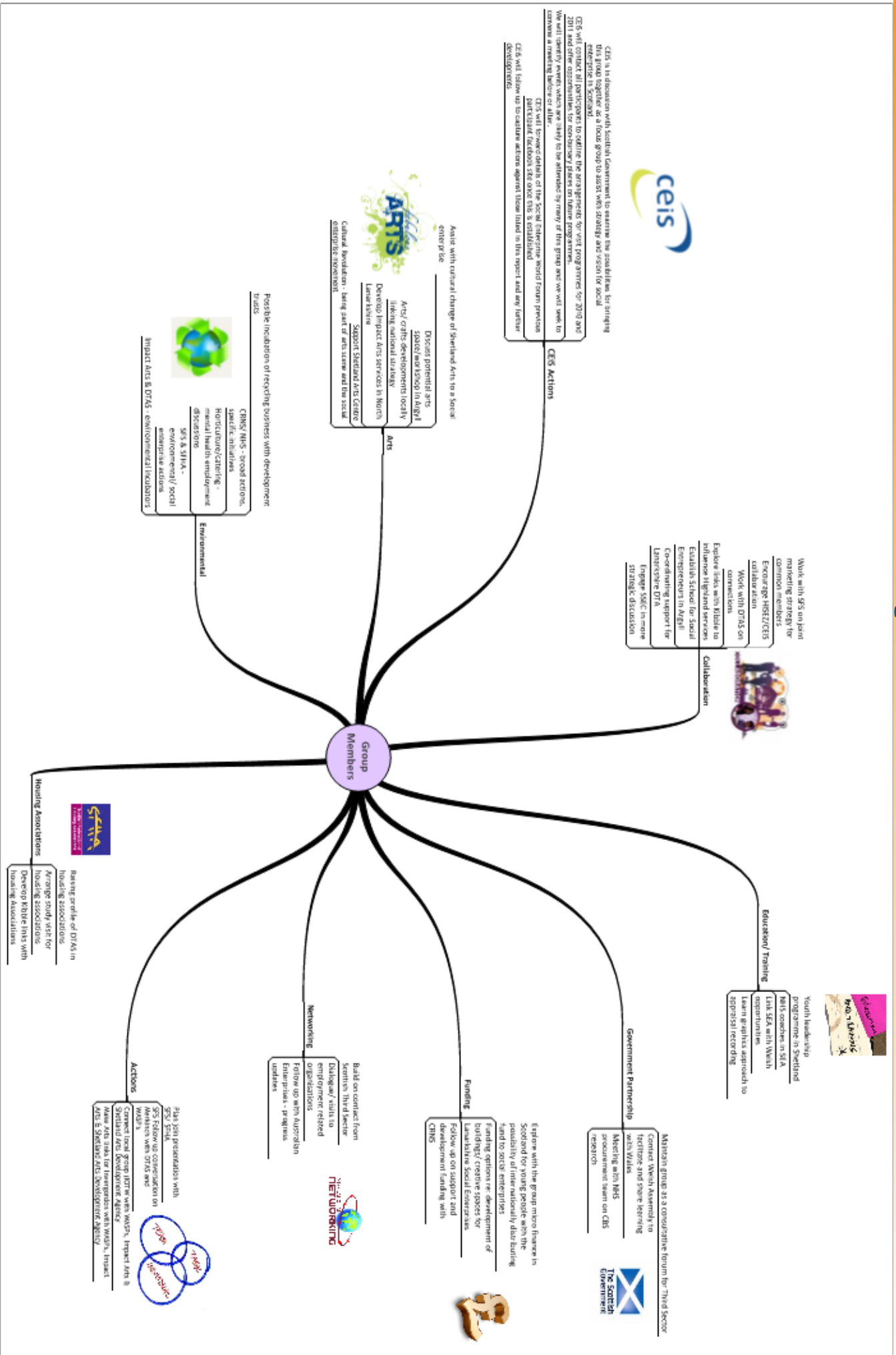
I was one of a number of participants that didn't have a bursary and this excellent trip will influence my work for years to come.

I have gained far more from this trip than an equivalent amount of training would have given me. The programme was very intense, with little time left unused - fast pace and incredible amount of information covered in the time available.

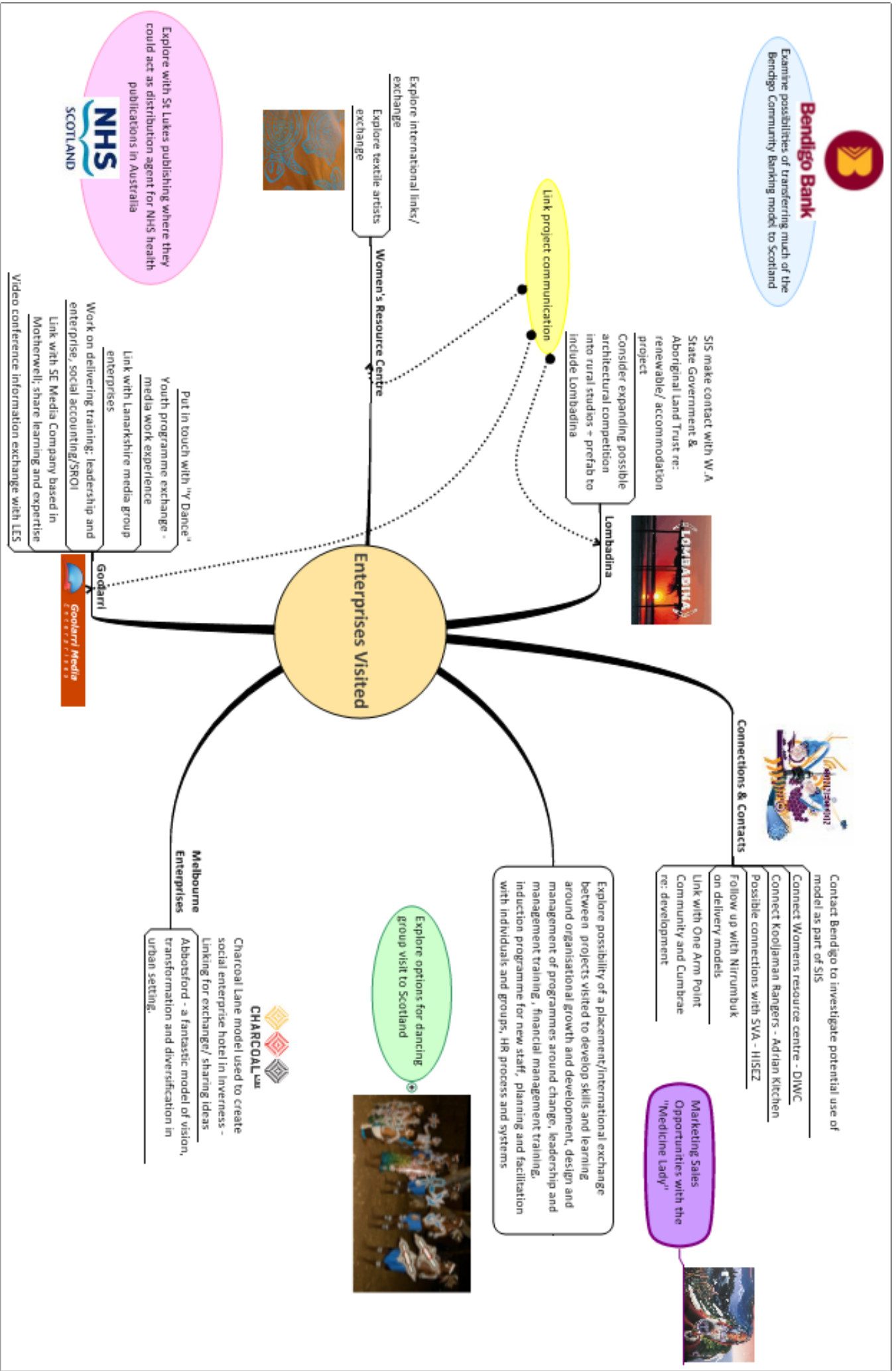
Business Actions



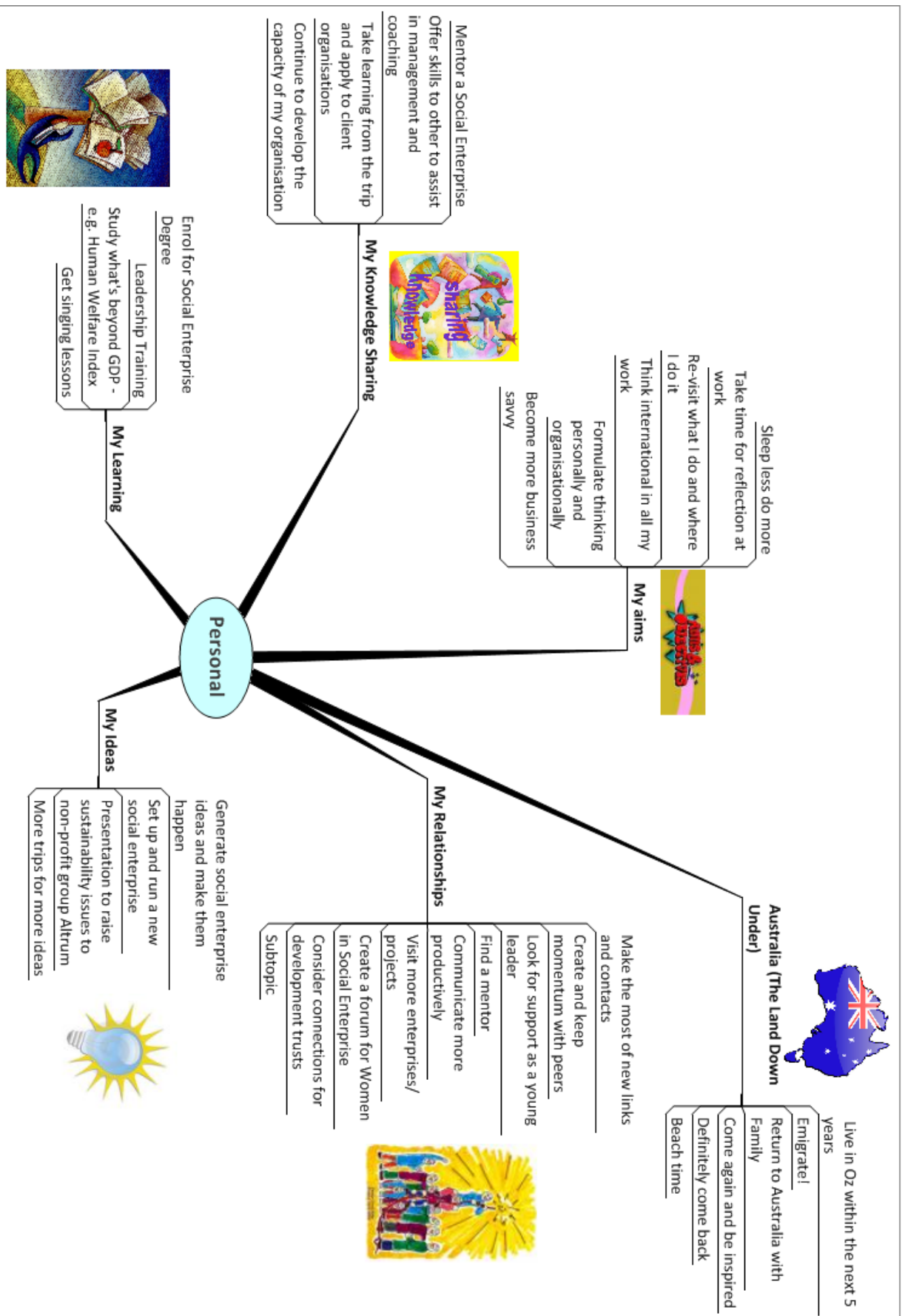
Group Actions



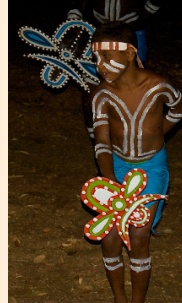
Enterprises Visited Actions



Personal Actions



Detailed Business Actions and Observations



a) The visit programme

I not only saw and learned, but felt the potential from powerful experiences. I came back more convinced than ever that the self-determining nature of social enterprise is in and of itself health-enhancing, regardless of the nature of the enterprise. I got the very big picture about the politics and debates in this sector but also the very small picture of personal stories and experiences.

It was good to have the opportunity to discuss on a one-to-one basis the vagaries of establishing a social enterprise. Some things new and others not so, but the considerations in running a “social business” in truth, seemed to be not a lot different. “Same old” from the funding standpoint and I had some interesting discussions on the theme of scaling up to meet the demands of social enterprise that will inevitably come!

This trip provided the opportunity to see at first hand how social enterprise, as a business model, is benefitting individuals, communities, regions and nation states across the world. The two sessions which I participated in at the Social Enterprise World Forum provided a platform for me to explain what the Scottish Government is doing to support the Third Sector in Scotland. The trip enabled me to extol the virtues of partnership working to shape and inform government policy and decision making with key Australian government officials, and social enterprise organisations from across the globe. I want to ensure that this body of knowledge and expertise is maximised by facilitating network opportunities, training events (cascading the knowledge gained). We also want to ensure that the learning from previous study trips can also be built upon through networking/training events.

I have learnt an incredible amount about what is happening both within Scotland, by networking with the group, and in Australia through the trip. I learnt that the challenges worldwide are very similar, and so are the key factors within successful social enterprises. I have also seen how productive it can be for a group of passionate people to come together to discuss an issue and look for solutions.

I think the study visits were very useful in highlighting the role of social enterprises in their communities in the rural areas of the Kimberley, (One Arm Point, Lombadina especially). These were inspiring in terms of how we might develop links within Scottish communities.

I gained considerable learning and insights from participating on this study tour. Following my return, I held a meeting with a CEIS Business Adviser to examine opportunities for the future sustainability. I will also use the learning I have gained to inform a forthcoming development day with my colleagues and members of the Leadership Team as we spent some time reviewing and planning the roles we need to adopt to meet the changing needs of the organisation.

I noticed (although I haven't figured out if it's important or not!) that the people who were happy to go to a big conference and talk about social enterprise seemed to be quite different to the people who were just getting on with running their business.

There are a number of social enterprises from both Melbourne and Broome that I will follow up on with regards to adapting successful approaches such as InfoXchange and Goolarri Media to name but two examples. With regards to the links with Scottish delegates I have found the discussions to be most illuminating and beneficial and will be following up on discussions to improve implementation of client-based service delivery.

Detailed Business Actions and Observations



b) Networking with the participant group

One of the highpoints for me. So good to be able to chat with those from other areas of the social enterprise sector and although I only mentioned a couple of actions, there are now – as was always going to be the case – a number of other opportunities for collaborative working that I will be pursuing over time.

With the Group bonding so well there will be less reticence about suggesting ideas amongst each other which can only be good for the sector.

I now have excellent links with the people that participated, knowing them well enough to pick up the phone with a quick query, or send an e-mail out asking who can help. That would not have been possible without the relationships we developed whilst experiencing new and challenging things as a team.

This could turn out to be the biggest benefit of attending the study visit, the group bonded well and were very open in their thinking and expression of ideas/thoughts. I will be maintaining contact with the group to discuss ideas, opportunities, issues and will hopefully contribute to whatever other participants bring to group for discussion/feedback etc. – wouldn't it be brilliant if a new social enterprise(s) emerged from within the group.

The programme was very successful in creating a sense of connection and shared ambition across the group. The extended trip has created a small but tight-knit network of people whom I am sure will continue to work together or influence the social enterprise scene here.

My networking aspirations were also fully realised as a result of the trip, particularly through the networking opportunities with other members of the participating group. In addition some promising links have been made with a number of organisations in Australia and New Zealand which we hope will continue to develop.

Already we have co-hosted an event with CRNS. And I plan closer working with DTA (Scot). And we are featuring Kibble in our Monthly magazine. And I am preparing a presentation on the trip which I will use at all our forthcoming conferences.

I have arranged a meeting with Laura Sexton & will also be arranging to meet with David Herd to discuss funding opportunities through the Third Sector Enterprise Fund, also to and to look at how we can develop capacity and our outcomes using investment through the Scottish Investment Fund. I will also be linking with Lorna Edwards to take forward work on the Leadership & Management training for a number of front line managers within the organisation as we have sought funding through the VSDF to complete this training.

Have come up with so many ideas and potential partnerships simply from being part of the group – some big, some small, all ambitious! Haven't had the chance to progress these because I've only just got back from my holidays but expecting some very interesting things to happen over the next 6-12 months as a result. At the Academy, we spend a lot of time and effort making sure that our learners come together in peer groups and share experience and knowledge through participating in our programmes. Being part of the delegation and especially the visits made me realise that I have probably neglected my own role and expertise as a social enterprise practitioner and need to gain insight, wisdom and practice from my peers.

Detailed Business Actions and Observations



c) Organisational outcomes and benefits

I think we will have better procurement, better employment, better communication and training.

The reality is that I think more ideas and good practice flowed and will flow from us to Australia rather than the other way. However that is no bad thing and it is good for confidence to learn that Scotland actually is far ahead and that the Government have a joined up approach which does not appear to be the case in Australia. However there is the problem of country size to take account of and it is difficult to make real judgments on the effect of this factor in such a short visit.

I think the trip was well worthwhile in the bigger picture from a SIS perspective and the information gained etc will play its part in ongoing discussions.

I certainly have new ideas and things that I'd like to implement within my team, and suggestions to make across HIE. I am already presenting to colleagues about my experiences, and am more confident in this than I expected, as I am passionate about the things I have learnt, both about Social Enterprise and around Aboriginal culture. I expect to act upon some of the project ideas over the following months.

I feel energised, enthused, inspired and even more optimistic than prior to the study visit after meeting some amazing people on the trip (this has been noticeable with several staff making comment). This is the first time that I have been away from and out of contact with the business for 10 years. It has proved that I can and will take a step back/out of the business more often to explore and develop new ideas and opportunities and to assist other social enterprises.

I am inspired by the challenges faced by such isolated communities, trying to regenerate their areas with little external support. I think the connected-ness of the enterprises with their communities came over strongly and would expect this to have a very strong influence on how I and my enterprise work in future.

I don't anticipate that the work of DTAS will change as a result of our participation in this programme, however the links that have been made with other members of the participating group may lead us to work in partnership with organisations that we previously wouldn't have thought of as potential partners.

I will be able to introduce new ideas to the individuals and organisations in Scotland who want to grow their social businesses. The geographical dimension will help the Academy to align ideas, approaches and new skills to our programmes in the Highlands & Islands as well as lowland and upland Scotland.

This will influence my activities in Scotland by making stronger links with national organisations and pooling expertise from out with Lanarkshire. In addition, the team will be actively discussing implementing various pilot options. Additional outputs include forging links with organisations in Lanarkshire with organisations in Australia to share ideas, provide a framework for influencing service delivery even potentially exchange programmes.

We've recently undertaken a review of our mission, value, etc as part of new business planning activity and everything I experienced on the programme will help to align our products to the marketplace. We aspire to be world class and, because I was part of this programme, I have a much better idea of what world class looks like.



Jim Mullan, General Manager of KibbleWorks in Paisley, and Board Member of Community Enterprise in Scotland (CEiS) offers some insights having attended the 2008 and 2009 study visit programmes.

Some Reflections upon Scottish Study Tours

As the Spanish proverb says, “He who would bring home the wealth of the Indies must carry the wealth of the Indies with him.” So it is in travelling: a man must carry knowledge with him, if he would bring home knowledge. **Author: Samuel Johnson** **Source: Boswell’s Life of Johnson**

It has been my experience when travelling with colleagues, given the opportunity to compare and contrast the levels of comprehension and expertise within our group by comparison with our social enterprise “fellow travellers” in the countries visited, that Scotland is uniquely placed and advantaged by the scope, the scale and the diversity of its social enterprise activity and the levels of comprehension and sophistication of operation reflected in the practice of our social enterprise leaders.

The country is also advantaged, and jealously observed by practitioners in other parts of the world, by the strong network and level of engagement that exists across Government, Public Sector, Private sector and Voluntary Sector. The question that occurs to the entrepreneur within me is “How do we as a movement and as a nation maximise the benefit that may accrue to us from this expertise?”

Social Enterprise as a business model is currently attracting world wide attention against an economic backdrop of growing financial challenges and a developing mistrust of many existing business practices. In the hands of the miss- informed and the propagandists, the impact of the model is grossly overstated. This message is often delivered with the best of intentions but serves only to undermine social enterprise practice and the emergence of the model as a significant contributing factor in the resolution of the social and economic challenges that face the world.

There is a thirst for a hyperbole free, practical and replicable, warts and all, economically truthful and methodologically sound source of technical expertise to assist the emergence of social enterprise in both the developed and developing economies of the world. **So what does this mean for Scotland?**

Robert Owen’s Legacy

The development of social enterprise and the idea of socially motivated business can legitimately be traced to Scotland. The development in Scotland, given our heritage, of a high level of expertise and broad range of activity in a movement which attempts to mix a communitarian predisposition with enterprise and business, can hardly come as a surprise.

The opportunity to grow and develop international recognition as a worldwide centre for excellence exists and the timing could not be better.

Following on from the Johnson quote, the study tours offer the opportunity to learn from others experiences and to transfer models and market opportunities. However, almost by osmosis, you learn much about study tours beyond the ability to pack lightly and efficiently.

For participants the most demanding and, often, most costly element is the travel which can involve multiple modes and often multiple time zones. This is generally a necessity to allow the broadest possible examination of different models in different settings.

In Conclusion



But what if it was possible to find a location in which all of the requirements of a study tour could be met, offering the opportunity to examine a diverse range of models, explore not only practice that has been developed locally but also models that have been internationally imported, with less cost to the commissioner, with less downtime, less stress on the participants and which might be packaged as a different type of “Homecoming”?

The expertise undoubtedly exists, the diversity of settings and models exists, the geography works, the range of requests for visits that our network and network members receive internationally suggests that the market exists. The question is “Do we, as a nation, have the ambition for the job?”

This is the area in which I am uncertain, however, there may be an opportunity to test the market. My understanding is that support has been committed to Scottish groups attending the next two programmed SEWF’s, for which Government should be commended. However I would suggest that the attendance at these events should combine study tour and trade mission objectives and that Scotland should be sold energetically as a social enterprise learning destination.

We have already positioned ourselves in the minds of our international colleagues as key contributors to the development of understanding of social enterprise. We have also developed a reputation as a country which punches considerably above its weight in terms of contribution to an international community of practice (the idea of a SEWF was developed in Scotland). The missing piece of this jigsaw is capitalising on the advantage created by this position. Perhaps we need to ask ourselves “How enterprising are we prepared to be?”

At a time when our international reputation in finance has, to some degree, been undermined by the banking crisis, the opportunity to extol the virtues of the country to an international audience around our leadership in the practice of a morally, socially and ethically sound business model, at very least, bears some detailed investigation.

Jim Mullan
General Manager
KibbleWorks, Paisley

CEIS would like to thank each of our visit programme participants for contributing to such a successful study trip. With early starts, late finishes, extremes of weather, accommodation in 5 different locations, and lots of unfamiliar arrangements it requires a concerted group effort to ensure that the logistics don’t get in the way of the experience. The group participants worked hard to ensure that learning was maximised, schedules were followed and we are grateful for the collaboration we received as we faced a number of challenges during the programme.

Scotland was represented by a group of ambassadors who were prepared to contribute sensitively as well as work tirelessly to maximise learning and experience. This will benefit social enterprise in Scotland now and in the future. We look forward to continuing our engagement with this group and maintaining the momentum built up during an exceptional programme for everybody concerned.

Appendix 1

SEWF Presentations

Presentations from Wednesday's sessions

Breakout Sessions on New Markets - 1.30pm:

1. Closing the Indigenous economic gap



[Download the Neil Wilmetts PowerPoint presentation](#) [File size: 112KB]



[Download the Natalie Walker's PowerPoint presentation](#) [File size: 654.4KB]

2. Turning good intentions into action



[Download Patricia Faulkner AO's PowerPoint presentation](#) [File size: 780KB]



[Download Dr Susan Steinman's PowerPoint presentation](#) [File size: 420KB]

3. Enterprise for the planet



[Download Pauline Hinchion's PowerPoint presentation](#) [File size: 1.1MB]

4. Beyond profit



[Download Jane Pound's PowerPoint presentation](#) [File size: 2.1MB]



[Download Alex Shead's PowerPoint presentation](#) [File size: 1.5MB]



[Download Pauline Graham's PowerPoint presentation](#) [File size: 4MB]

5. The social enterprise challenge



[Download Simon Gillies's PowerPoint presentation](#) [File size: 772KB]

6. Stories from the front line



[Download Jim Mullan's PowerPoint presentation](#) [File size: 1.1MB]



[Download Marie So's PowerPoint presentation](#) [File size: 5.2MB]

7. Generating ideas



[Download Lisa Smith's PowerPoint presentation](#) [File size: 6.1MB]

Breakout Sessions on New Markets – 3.30pm:

2. Turning good intentions into action



[Download George Housakas's PowerPoint presentation](#) [File size: 368KB]



[Download Natalie Collins's PowerPoint presentation](#) [File size: 368KB]



[Download Wendy Reid's MP4 Audio presentation](#) [File size: 66.6MB]

3. Enterprise for the planet



[Download Michael Gravina's PowerPoint presentation](#) [File size: 357.4MB]



[Download Glenn James's PowerPoint presentation](#) [File size: 57.5MB]

7. Guerrilla marketing for your enterprise



[Download Tamra Ryan's PowerPoint presentation](#) [File size: 6.5MB]

Presentations from Thursday's sessions

Breakout Sessions on Pathways to success – 10am:

1. Landing a big deal



[Download David Le Page's PowerPoint presentation](#) [File size: 2.4MB]



[Download John Perry's PowerPoint presentation](#) [File size: 1.5MB]

2. Scaling Up



[Download Mark Ruiz's PowerPoint presentation](#) [File size: 7.7MB]

3. Look before you leap - preparing your enterprise for growth



[Download Alan Greig's PowerPoint presentation](#) [File size: 248KB]



[Download Neil Willmetts's PowerPoint presentation](#) [File size: 40KB]



[Download Susan Black's PowerPoint presentation](#) [File size: 896KB]

4. Perfect match?



[Download Emma Hutton's PowerPoint presentation](#) [File size: 1.8MB]



[Download Edith Cloutier's PowerPoint presentation](#) [File size: 28.8MB]



[Download Paul Moulds' PowerPoint presentation](#) [File size: 15MB]

6. The only route to scale



[Download Maria Tsopanis' PowerPoint presentation](#) [File size: 12.2MB]

8. Apps, Twitter and Megabytes - Hi-tech social enterprises



[Download Doug Jacquier's PowerPoint presentation](#) [File size: 375KB]

Breakout Sessions on Pathways to success – 11.45am:

1. Female Entrepreneurs - the fastest path to scale?



[Download Lillian Masebenza's PowerPoint presentation](#) [File size: 26.5MB]



[Download Margaret Elliot's OBE PowerPoint presentation](#) [File size: 7.1MB]



[Download Tamra Ryan's PowerPoint presentation](#) [File size: 1.4MB]

2. Scaling Up



[Download Peter Cox's PowerPoint presentation](#) [File size: 2.3MB]



[Download Muthu Velayutham's PowerPoint presentation](#) [File size: 1.1MB]

4. Perfect match?



[Download Ethel Cote's PowerPoint presentation](#) [File size: 2.1MB]



[Download Stuart McGougan's PowerPoint presentation](#) [File size: 788KB]

7. Igniting your presentation



[Download Lisa Cotton's PowerPoint presentation](#) [File size: 2.1MB]

8. Size doesn't matter: small is beautiful



[Download Cameron McKern's PowerPoint presentation](#) [File size: 7.1MB]



[Download Geoff Lacey's PowerPoint presentation](#) [File size: 3.1MB]



[Download Geoff Lacey's Windows Media presentation](#) [File size: 27.7MB]



[Download Geoff Lacey's AVI presentation](#) [File size: 8.8MB]

Breakout sessions on Investment in social enterprise: what works – 2.30pm:

2. New approaches to SE investment



[Download Kevin Robbie's PowerPoint presentation](#) [File size: 500KB]



[Download Anzette Were's PowerPoint presentation](#) [File size: 864KB]



[Download Tamzin Ratcliffe's PowerPoint presentation](#) [File size: 1.6MB]

3. Demonstrating value



[Download Kaely Woods' PowerPoint presentation](#) [File size: 18.3B]



[Download Tricia Wallace's PowerPoint presentation](#) [File size: 4.6KB]

4. Measuring SROI and Impact



[Download Jeremy Nicholls' PowerPoint presentation](#) [File size: 3.1MB]

5. Social to Social Trading



[Download Maria Tsopanis' PowerPoint presentation](#) [File size: 1.5MB]

6. Putting Social Enterprise on the Map



[Download Gerry Higgins PowerPoint presentation](#) [File size: 1.36MB]

Watch the Social Enterprise Debate - “There’s no business like social business”

http://www.sewf09.com/content/Watch_Again/

Appendix 2

Links Section

1) The 2010 Social Enterprise World Forum is taking place in San Francisco in April 2010. Make sure to visit <http://www.se-alliance.org/summit.cfm> to find out more.

2) You can download Social Enterprise World Forum visuals by Steve Keast, the SEWF cartoonist, here:



[Download Steve Keast's visuals](#) [File size: 6.6MB]

3) Link to Amazon for purchase of Pat Dodson biography, Paddy's Road the Life Stories of Patrick Dodson http://www.amazon.co.uk/Paddys-Road-Stories-Patrick-Dodson/dp/0855754486/ref=sr_1_1?ie=UTF8&qid=1258589787&sr=1-1-fkmr0

4) Link to article on arts and aboriginal culture "Visual Art – Respecting Culture" <http://www.visualarts.net.au/files/VARC.pdf>

5) Link to Goolari Media for (download or DVD of Seminar between Scottish Group and Social Enterprise leaders and supporters in the Kimberly, and the reception on our final evening in Western Australia will be available soon)

6) The Social Enterprise Work Forum website with photo gallery, event evaluation and detailed programme, <http://www.sewf09.com/>

7) For further information on the SEWF Co-hosts Social Traders and Social Ventures Australia <http://www.socialtraders.com.au/> and <http://www.socialventures.com.au/>

8) Print Article. The Age – Trading for Change – 8 October 2009
Continuing with their coverage of the Social Enterprise World Forum, The Age profiled some of the presenters taking part including Margaret Elliot OBE, founder of Sunderland Home Care Associates and Jimmy Pham, founder of KOTO International.

<http://www.theage.com.au/national/trading-for-change-20091007-gn9h.html>

9) **Radio coverage links – the interviews below are a small selection of the coverage during the World Forum in Melbourne, a full list is available from the media section of the social enterprise world forum website. -**

1. Triple R – 6 & 7 October 2009

On the eve of SEWF Mark Daniels from Social Traders, one of the Forum co-hosts, was interviewed on Melbourne’s independent radio station Triple R. Mark spoke about the Forum and it’s objectives over the coming days. The following day, Lillian Masebenza, CEO and founder of Mhani Gingi Social Entrepreneurial Networks in South Africa was interviewed about her organisation and the important work it does.

2. ABC 774 – Afternoons with Richard Stubbs – 7 October 2009

SEWF convener and SVA executive director Jan Owen AM and The Women’s Bean Project CEO, Tamra Ryan, were interviewed on Melbourne’s ABC 774’s Afternoon show. Jan explained the reason for hosting the SEWF in Melbourne while Tamra talked to Richard Stubbs about her organisation.

3. ABC 774 – Drive with Lindley Burns – 7 October 2009

David Brookes, Managing Director of Social Traders, one of the SEWF co-hosts, and Michael Gravina, founder of Elephant Pepper in Mozambique talked to Lindley Burns on 7 October about the World Forum and Michael’s enterprise in Africa.

4. ABC National – Life Matters – 8 October 2009

Professor Jim Schorr from the Centre of Responsible Business, Haas Business School at the University of California and Dr Manuka Henare, Associate Dean of the University of Auckland, New Zealand, were interviewed on ABC National’s Lifematters on 8 October 2009. Jim argued that business is possibly the most powerful vehicle for social change, while Manuka reported on the rapid growth of Maori-owned business and the new future that represents.

Listen to the full interview here:

<http://www.abc.net.au/rn/lifematters/stories/2009/2707611.htm>

Name	Organisation	Name	Organisation
A			
Abraham Gai	Bor Community Assoc of Australia	Edita Didic	AMES
Adam Weiderman	DEEWR	Elizabeth Brown	Engineers Without Borders, Australia
Adele Johns	Community Compass Inc	Emma Sckrabei	Land Management Corporation
Adisa Deronjic	AMES	Erica Flentje	Hanover
Ailsa Paterson	Jobs Australia Midland/Community Key	Eunice Horne	Tasmania Regional Arts Inc.
Alan Greig	Mercury Centre Cooperative Ltd	Eve Wisowaty	DEEWR
Alison Davies	City of Salisbury	F	
Alison Deans	Netus Pty Ltd	Faizah Abdul Malik	Ministry of Community Development, Youth and Sports
Alissa Phillips	S.P.A.C.E	Fei Longaid	LONGAID Community Enterprise
Allison Shoobridge	FaHCSIA	Felicity Kotsiaris	Sane Horizon
Amanda Everton	Volunteering Australia	Ferdi Hepworth	PWC
Amanda Nardoo	Waltja Tsutangu Palypayi	Fiona Basile	SEWF Photographer
Amanda Sams	Mission Australia	Fiona Tipping	Social Enterprise Clydebank Limited
Amelia Salmon	Spiral Community Hub	Fran Cole	FaHCSIA
Amy Pamphlett	SSE	Fran Westmore	Donkey Wheel Ltd
Andrea Harper	Workskil	Frances McDonald	Company B Belvoir
Andrew Billing	O Group	Frank Crews	BLITS
Andrew Coogan	Goodcompany	Frank King	Social Traders
Andrew Douglas	Mission Australia	Fraser McCowan	Argyll Training Ltd
Andrew Ewan	CADET Group Australia	Fred Heidt	Youthinc
Andrew Hamilton	SVA	Fred Langenhorst	Access Employment
Angela Barrington	Tasmania Regional Arts Inc.	Fred Muys	Harvest Rain Christian Care Ltd
Angela Zivkovic	Local Government Managers Australia National	Freddie Brincat	Community Bridging Services (CBS) Inc.
Angelo De Angelis	Social Traders	G	
Anita Hanna	Liverpool City Council	Gail Kerr	Access Services Inc
Anna Spraggett	Social Traders	Garry Hooper	STEPS Disability Qld Inc
Anne Kantor	Social Traders	Gary Samowitz	Jewish Aid Australia
Anne Virgo	Australian Print Workshop Inc	Genevieve Sheehan	Brotherhood of St Laurence
Annie Le Cavalier	Vibewire Youth Inc	George Dimopoulos	Workskil
Anthony Rodgers	The George Institute	Geraldine Cahill	Social Innovation Generation
Antonio Aguilera	CVI, INC.	Gerry Higgins	CEIS
Antti Karjalainen	Finnish Institute in London	Gianni Zappala	CSI
Arsenio Alegre	Workventures Ltd	Gill Smith	CEIS
Assoc. Prof Cheryl Kernot	CSI	Gina Hagan	Support for Ordinary Living (SOL)
Austin Paterson	The RE Ross Trust	Glenn Cullen	Menslink
B			
Barbara Lemon	The Foundation for Young Australians	Glenn Jarvis	PRA
Barbara Livesey	DEEWR	Grace Chu Te	PortalStreet Pty Ltd
Bartolo Anthony	FaHCSIA	Grace McQuilten	The Social Studio Inc
Belinda Campbell	DEEWR	Greg Aimers	Pathways Foundation Ltd
Belinda Rivera	AMES	Greg Comer	Workskil
Ben Droll	Break Thru People Solutions	Greg Peel	Community Sector Banking
Beth Taylor	City of Greater Bendigo	Greg Poultney	CADET Group Australia
Bianca Phillips	Volunteer for refugee group	Gwilym Gibbions	Shetland Arts Development Agency
Bill Bainbridge	ABC	Harald Klein	Department of Human Services
Bill Dibley	Mission Australia	Heather Douglas	RMIT
Bo Tynan	The Solution Network	Helen Fenney	Social Traders
Brenda Parkes	DEEWR	Helen Travers	QUT
Brendan Bourke	BoysTown	Hendrik Olivier	Adharam Energy Pty Ltd
Brent Masters	Change The World	Houghton Wan	Peter Drucker Academy
Brenton Caffin	The Australian Centre for Social Innovation	Hutch Hussein	Spectrum Migrant Resource Centre
Brian Stevens	Koori Business Network	I	
Bronnie Anderson-Smith	Department of the Prime Minister and Cabinet	Ian Fawcner	CHOOSE Employment
Bronwyn Darlington	Rise Up Production	Ian Jones	RMIT
Brynnie Goodwill	OzGREEN	Irena Milljkovic	AMES
C			
Calum Macauley	Albyn Housing Society Ltd	Irene Mui Ling So	Senior Citizen Home Safety Association
Cameron Neil	Fairtrade Labelling Australia & New Zealand	Ivan James	Social Traders
Caroline Farmer	ARTS Victoria	Ivan Medard	Jobs Australia Midland/Community Key
Caroline Noller	GPT	Jackie Ruddock	SSE Australia
Cary Pedicini	Volunteering Australia	Jacqui Watt	Scottish Federation of Housing Association
Cass Hissey	Finding Workable Solutions Inc	James Le Compte	Good Return
Cassie Powell	RCC Employment & Training	James Murphy	SoFA
Cate Newman-Marshall	NewmanMarshall	Jan Chorley	Uniting Care Wesley Port Adelaide
Cate Sydes	Marist Youth Care	Jan Owen AM	SVA
Catherine Reid	City of Melbourne	Jane Fishburn	FYA
Cathy O'Toole	Advance Employment Inc	Jane Kennedy	ShoreCare
Chris Redmond	Woden Community Service	Jane Pound	SVA
Chris Wootton	Helen Macpherson Smith Trust	Jane Sharwood	City of Melbourne
Chrisanthi Giotis	Society Media	Janet Chimonyo	Jobs Australia
Christine Sanger	The Personnel Group Ltd	Janette Corcoran	Swinburne University
Clare Dekok	Mclvor Neighbourhood House	Janine Moodley	Ruby's House of Tea
Clare Irwin		Janis Dogan	Dept Prime Minister and Cabinet
Cliff Colquhoun	Community Business & Environment Centre (CBC)	Jasim Osmanovic	AMES
Courtney Collins	SSE	Jeni Anderson	Career Keys
Cr Carl Jetter	City of Melbourne	Jennifer Ruch	GDAEE
Cr Jennifer Kanis	City of Melbourne	Jenny Hui	Bright China Group
D			
Damian Richmond	MECU Ltd	Jessie Stuart	GPT
Dare Kavanagh	Housing NSW	Jim Dinuccio	Clean Force Property Services
Dariele Crawford	Interact Australia	Jo Munns	Remploy Ltd
David Brookes	Social Traders	Joanna Kemp	Maribyrnong City Council
David Cook	Wasps Artist Studios - the WASP Trust	Joanne McNeill	Parramatta City Council
David Herd	Social Investment Scotland	Joanne Stanion	DEEWR
David Langdon	Nundah Community Enterprises Coop.	Jocelyn Grant	Ngurra Bu Aboriginal Corporation
David Moore	Primed	John Altmann	The Grace Foundation/Barefoot Power
David O'Toole	Kyabra Community Association	John Bateup	Wise Employment Ltd
David Peake OAM	Equbed Inc	John Carrigan	Community Resource Network Inc.
David Pearson	Blueprint Employment & Training	John Carter	Community First Step
David Ross	Phoenix Strategic Management	John Dalton	Social Enterprise Clydebank Ltd
David Speller	Neighbourhood Renewal	John Donoghue	
Debbie Seddon	Whitehorse City Council	John James	BoysTown
Debra Webb	City of Kingston	John McInerney	Parramatta City Council
Deidre Foreman	Career Keys	John Patterson	Lanarkshire Enterprise Services
Denis Minogue	Keysborough Learning Centre	John Simpson	Finding Workable Solutions
Di Turner	Paramatta Clay and Arts Incorporated	Jonathan Russell	Sustainability Victoria
Di Winkler	Summer Foundation	Jordina Evins	Mission Australia
Dianne Speakman	Workventures	Josephine Barraket	QUT
Doron Francis	CERES Environmental park	Joshua Levy	FYA
Dr Susanna Chamberlain	Griffith University	Joshua Thomason	Beyond Empathy
Duncan Moody	Mission Australia	Judy McDougall	Migrant Information Centre
		Julia Keady	JK Media and Events
		Julie Baikie	Catherine House Inc

Name	Organisation	Name	Organisation
J (cont)		N	
Julie Cullen	Williamstown Rental Housing Co-op	Nada Mocevic	AMES
Julie Cunningham	Réseau DIALOG/INRS	Nadia Zeaiter	Spiral Community Hub
Julie Gelman	Melbourne Business School	Nadine Harley	Mallee Family Care
Julie Gibson	QUT	Naomi Bower	CuriousWorks
Juliette Rummery	DEEWR	Neil Curnow	The Salvation Army Employment Plus
Justin McCaul	Australian Conservation Foundation	Neil Smith	East Gippsland Shire Council
Justine Munro	New Zealand Centre for Social Innovation	Nic Van den Bronk	CVGT
Justine Ryan	Catherine House Inc	Nick Collyer	QUT
K		O	
Kalyan Ky	Change The World	Nick Debere	Centacare Wilcannia-Forbes
Kara Abakumenko	City of Melbourne	Nick Savaidis	ESP PL
Karen Mahlab	Pro Bono Australia	Nicky Friedman	Allens Arthur Robinson
Karen Mason	Marriott Support Services	Nicola Brackertz	Swinburne University
Karyn Lisignoli	identitywa	Nicole Endacott	Activate Australia
Kate Brodie	DEEWR	Nikki James	SSE Student, China Climb
Katrina Woolfe	Sustainability Victoria	Nina Shahi	Metro Migrant Resource Centre
Katy Cooze	Milk Crate Theatre	Noel Hobley	St Lukes
Keith Maxted	Communities@Work	Noela McKinnon	Frasercoast TESS
Keith Stephens		P	
Keith Stephens	DEEWR	Olivia Hilton	SVA
Ken Lodge	Workskil	Owen Pietsch	Whitehorse City Council
Kerri Grant	Highlands and Islands Enterprise	P	
Kerrie Foxwell	Griffith University	Paola Jamett-Caru	LDNCA
Kerrie Noonan	Home Hospice	Pat James	Social Traders
Kerry Grace	Beyond Empathy	Patrick Lawrence	Asylum Seeker Resource Centre
Kevin Crouse	Mars Hill Café	Patrick Ryan	MTC Work Solutions
Kevin Guy	Feral Arts	Paul Atkinson	VACRO
Kevin Robbie	SVA	Paul Bird	Mission Australia
Khalid Osman	AMES	Paul Fraser	Clean Force Property Services
Kim McConville	Beyond Empathy	Paul Johns	YMCA
Kirsten Ridley	SSE	Paul Martin	Sunshine Coast Independent Living Service
Kirsty Jenatsch	Spectrum Migrant Resource Centre	Paul McKey	HITNET
Kon Karapanagiotidis	Asylum Seeker Resource Centre	Paul Rake	Prahran Mission
Kris Saunders	Logan Women's Health and Wellbeing Centre	Pauline Logan	Lotterywest
Kris So	Bright China Group	Pauline Robertson	Marist Youth Care
Kristin Canning	Pathways Foundation Ltd	Penny Anderson	EACH
Kumari Fernando	Activate Australia	Peta Fitzgibbon	Office of Sen. The Hon Ursula Stephens
Kylie Eastley	Tasmania Regional Arts Inc.	Peter Ball	Foresters Community Finance Ltd
L		R	
Laura Egan		Minister Peter Batchelor	
Laura McKenzie	Opportunity International Australia	Peter Bramwell	Social Traders
Lauren Anderson	The Brightest Young Minds Foundation	Peter Cocks	Volunteering Australia
Lawson Broad	Mission Australia	Peter Couch	Cleanable (WCG)
Leavina Reid	Bawunga Aboriginal Medical Service	Peter Forday	MultiLink Community Services Inc.
Lee Best	Therapy Focus	Peter Perry	Spinal Cord Injuries Australia
Lena Nahlous	Information and Cultural Exchange	Phillip Nadin	PRA
Leo Bartlett	Australian Institute for Social Entrepreneurship	Phillip Leslie	Mission Australia
Leonie Green	Mission Australia	Phyl Georgiou	LeapFrog Investments
Leslie Machin		R	
Leslie Machin	GrantReady	Rachel Arnold	Impact Arts
Lim B H, Cecilia	Ministry of Community Development, Youth and Sports	Rachel Bishop	Urban Agriculture
Lina Caneva	Pro Bono Australia	Raj Sidhu	Primed
Linda Mortimer	DEEWR	Rebecca Dempsey	Future Employment Opportunities Inc
Linda Scott	Primed	Rebekah Jardine	Wesley Mission Australia
Linda Weatherson	City of Melbourne	Renae Cooper	GPT
Lindsay Jeffs	Christchurch Small Business Enterprise Centre	Richard Pedvin	Paperworks
Lisa Cotton	SVA	Richard Potok	The Aurora Project
Lisa Wain	cre8you Pty Ltd	Richelle Hunt	ABC 774
Lisa Waldron	Westpac	Rob Boeck	IPA Personnel
Liz Gillies	Melbourne Business School	Robert Griew	DEEWR
Liz Kinley	Jigsaw Family Services	Robert Hannaford	Kyabra Community Association
Lorna Edwards	Social Enterprise Academy	Robert McLean	SVA
Lynda Ford	Enterprising Partnerships	Robyn McLeod	Office for Water Security
Lynne Wannan AM	Department of Planning and Community Development	Rod Little	Principals Australia
M		S	
Madge McGuire	Catherine House Inc	Ron Blanchard	SSE Australia
Maggie White	Herculeia Consulting	Ron Miers	WCGI
Malou Pascual Anes	AMES	Rosemary Kelada	Spectrum Migrant Resource Centre
Mandy Richards	SVA	Roslyn Quigley	CVGT
Manizha Wali	AMES	Russell Shields	SecondBite
Marc Sims	Citicare Technology	Russell Workman	MultiLink Community Services Inc.
Marcus James	Office of the Hon Senator Nick Sherry	Ryan Witcombe	Pro Bono Australia
Maree Bovell		S	
Maree Bovell	Brotherhood of St Laurence	Sally Burgess	Centacare Employment & Training
Margaret Douglas	Marriott Support Services	Sally McGeoch	SSE Australia
Margie MacKay	SoFA	Sally Shepherd	Macquarie Group Foundation
Marina Clark	CREATE (Geelong) Inc	Samantha Huddle	SCH Consulting
Marina Henley	VCOSS	Sandy Blackburn-Wright	Westpac
Mark Chaffey	MTC Work Solutions	Sarah Carlisle	
Mark Daniels	Social Traders	Sarah Chisholm	Job Futures
Mark Worrall	Beacon Asset Finance Corporation Pty Ltd	Sarah Crawley	ISE
Martin Brown	The Knowledge Sphere	Sarah King	Disability ACT
Martin Cowling	DEEWR	Sarah O'Connor	Dept Prime Minister and Cabinet
Martin Gray	Mission Australia	Sarah Ttooulou	Bawunga Aboriginal Medical Service
Marty Golding	PRA	Saretta Fielding	Yarnteen Ltd
Mary Alison	NHS Health Scotland	Scott Riddle	The Actuality Group
Mary Benson	Department of Planning and Community Development	Seri Renkin	SVA
Matt Pfahler	Mach II Consulting	Sharon Davis	Lutheran Community Care
Matthew Gallagher	Woden Community Service Inc	Shaun Knott	RMIT
Maureen Wisdom	City of Playford	Shelley Ryan	GPT
May Lok	Operation Hope, Peter F. Drucker Academy	Sian Supski	Swinburne University
Meagan Norbury	Vision Australia	Simon Cox	HopeStreet - Urban Compassion
Megan Street	FaHSCIA	Simon Scrase	Neighbourhood Renewal
Melinda Hall	AMES	Simone Carson	SecondBite
Michael Bennett	Prahran Mission	Simone Gray	DEEWR
Michael Combs	EDS	Sivonne Binks	Pro Bono Australia
Michael James	Social Traders	Sonja Gibbons	Star Community Cinema
Michael Krafft	Access Services Inc	Sophie Ward	Wanaka Wastebusters & Sustainable Wanaka
Michael Maxwell	Jesuit Social Services	Stephen Alford	Social Firms Australia
Michael Moran	Swinburne University	Stephen Ziguras	Senior Adviser
Michael Traill	SVA	Steve Keast	Artist
Michele Pucci	Wunan Foundation	Steven Gibson	Mission Australia
Miranda Garnett	Koomarri	Steven Hansell	Nundah Community Enterprises Coop.
Mirinda Lawrence	Shaw Possibilities	Steven Persson	The Big Issue
		Stuart Coward	STEPS

Name	Organisation
S (cont)	
Sue Anne Claringbould	Bairnsdale Tipshop
Sue Milner	Department of Human Services, Southern Metropolitan Region
Sunisa Nardone	
Susan Balck	SVA
Suzanne Grant	University of Waikato
Suzy Ross	CVGT
T	
Tara Kelly	Brotherhood of St Laurence
Tarig Taha	AMES
Tau Huirama	Jigsaw Family Services
Terra Lea Ranson	City of Onkaparinga
Terrie Gardner	The Parramatta College
Tim Dempster	The Big Issue
Tim Marchant	Mission Australia
Tim O'Leary	NAB
Tim Zak	Carnegie Mellon University, Heinz College-Australia
Tony Gill	Brotherhood of St Laurence
	Department of the Chief Minister, Northern Territory Government
Tony Mayell	
Tony Read	O Group
Tony Varnes	FaHCSIA
Trevor Schenk	CREATE (Geelong) Inc
Trish Keilty	Avocare Ltd
V	
Vicki Matheson	SoFA
Viktor Urjadko	The Salvation Army Employment Plus
Violet Roumeliotis	Metro Migrant Resource Centre
Voula Sarhanis	City of Melbourne
W	
Wayne Allen	EACH
Wendy Addison	Noah's Ark ACT
Wendy Palmer	UnitingCare West
William Fisher	Yarnteen Ltd
X	
Xuan Trang Nguyen	VOICE (Vietnamese Overseas Initiative for Conscience Empowerment)
Y	
Yolande Entsch	Red Cross Australia, Qld
Yvette Jaczina	St Lukes
Z	
Zoe Whyatt	SecondBite

Appendix 4 – Print Coverage, extract from “The Age”

The Age – Investing for the heart not just the wallet – 5 October 2009

Writing in The Age on the eve of the Social Enterprise World Forum, SVA’s executive director Jan Owen AM argued that we need to stop obsessing about the financial structures that existed before the Global Financial Crisis and instead look at what role social enterprise can play in shaping alternative models of business and investment. Visit the site of the Eaglehawk Recycling Yard in Bendigo and you will see the practical and local face of the most significant and worthwhile emerging financial market trend in two generations.

The recycling yard was set up by social entrepreneur Peter Cox in 1994 with a \$14,000 government grant, a scavenging licence and 10 volunteers.

Today, it is a vibrant small enterprise that generates more than \$500,000 a year in revenue and employs 14 people by recycling goods from the large Eaglehawk tip.

For most employees, it is the first time they have had sustained employment in their lives. Eaglehawk Recycling Yard has created real and sustainable jobs and is providing a community environmental benefit by extending the life of the tip.

Mr Cox, who has been involved in community affairs for more than 40 years, advocates community organisations using local assets to generate income.

His parent organisation, Future Employment Opportunities, aims to expand the recycling business itself and help other communities around Australia replicate the model.

This successful social enterprise is a local example of an important global movement that is starting to take shape.

Nobel Peace Prize winner Muhammad Yunus, founder of the now multibillion-dollar micro-lender Grameen Bank, was instrumental in giving a face and a profile to the idea that effective use of smart business practices, applied for social purposes, could have a huge impact. The fact that there will be more than 500 people attending the second Social Enterprise World Forum being held in Melbourne next week, including more than 60 international practitioners and experts, is testament to the growing interest in how social enterprise works and, most importantly, how it can be replicated and grown.

Best practice emerging here and around the world reinforces that the key ingredients for successful social enterprises are:

?The entrepreneurs themselves, who combine their passion for social change with an ability to use business and commercial disciplines to ensure the ventures they create have far greater financial sustainability than conventional social programs that are dependent on grants or welfare.

?Clear ways of measuring and reporting outcomes. In particular, using tools such as Social Return on Investment that can track and quantify economic and social returns.

?New funding sources, with corporate and individual donors committing capital and willing to accept returns a little below conventional market returns in exchange for strong social impact.

What all this amounts to is the emergence of a new market. It is in its early stages and, like the development of any new market, it will take some time to develop the protocols and structures that will enable it to become more liquid, so that there is a greater flow of capital to those social ventures that need funding, and a deeper pool of potential social entrepreneurs from which to choose.

A key constraint, especially in the Australian market, is insufficient social investment capital.

There is a funding "gap" between the traditional provision of grants from charitable institutions, corporate foundations and individuals, and tapping into conventional debt or equity.

Many social enterprises have the capacity to support modest levels of debt or equity paying below market interest, but cannot sustain providing normal commercial returns.

The experience of Social Ventures Australia and others in the market here is that there are a growing number of prospective social investors who are prepared to accept a below commercial market return providing there is clear evidence of the social impact and financial sustainability of what they are supporting.

This is why the development of clear reporting frameworks to support the social investment market are so important.

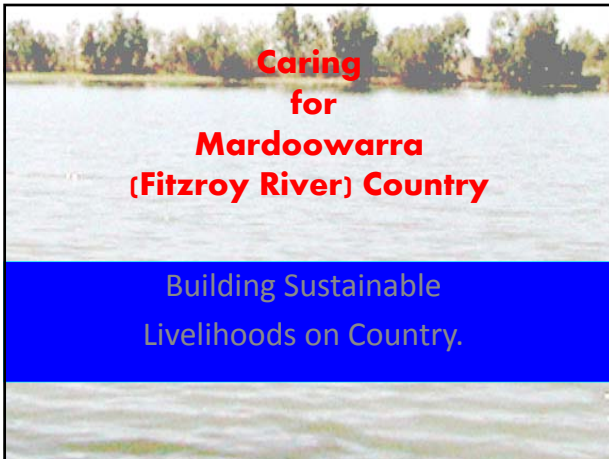
Analysis of Eaglehawk Recycling using the social return on investment approach highlights that for each dollar invested, there is a multiple of 3.9 times that is returned in the quantifiable social benefits deriving from creating enduring employment.

Being able to deliver evidence of this kind of social return, coupled with a willingness to have realistic expectations of financial return that take into account the financial sustainability of the social enterprise, is a building block for the new market.

For those prospective social investors who want to connect both their head and heart - seeing evidence of what their support is achieving and secure in the knowledge that their capital is being prudently protected - this sort of analysis is what will drive increasing levels of social investment.

And when that starts to happen, there will be a growing pool of social investment funds to support social entrepreneurs such as Peter Cox and others like him who are delivering economic and social returns that are significantly changing people's lives. That is a market worth building.

Jan Owen is executive director of Social Ventures Australia in Melbourne and is the convener of the 2009 Social Enterprise World Forum, on October 6-8.



Gaps in knowledge and Practice

- Understanding of Interactions between groundwaters and surface (river) waters (Partnership with DoW Researcher 3 yr study).
- Information for Indigenous interests on likely impacts of water use (OoND, TRaCK, FitzCAM , etc)
- Assistance with decision making on enterprise involving water use.
- Review of property rights in water on native title lands, focusing on WA law.
- Building a link to existing TRaCK work supervised by Quentin Grafton, Australian National University.
- Interactions between pastoral land use and irrigated agriculture and their impacts on natural cultural values
- Desktop and interview-based studies of the roles of native title representative bodies, government departments, pastoral land board, industry bodies, and conservation interests in managing impacts on biodiversity and other values.

How will we build the Model ?

- A one-stop-shop = NMAC PBC with Board of Directors guiding and evaluating the process and outcomes meet quarterly.
- Build baseline data/studies best practice planning and development within the claim boundary.
- Pilot meaningful training and access to wage subsidy – whilst building sustainable jobs on country.
- Create opportunities for career paths on country.
- Protect biodiversity and conservation values for future generations.
- Overcome disadvantage – through wealth creation.
- Contribute toward building the Australian economy.
- Document the model as evidence for others to adopt and adapt to their own location and context.

How can we do it?

We'll need:

- **Project Management (Madjulla Inc. find ss)**
To work with NMAC and Nyikina Inc.(2009-2012)
- **Funding for research, development and planning** to bring experts in to work with NMAC, Nyikina Inc. & riverside communities in the main areas:
- **Leadership/Governance of NMAC PBC**
 - Improved pastoral and land management
 - Environmental Management
 - Culture & Language Development and Maintenance
 - Economic Development
- **Commitment from riverside communities**

Environmental Management

will develop & look after things like:

- Rangers/guides/tourism;
- Landcare/management, (IPA, wild harvest/ plantations, improved pastoral management);
- Bush food and medicine (legal contracts and agreements).

Cultural Development

will develop & look after things like:

- Language program
- Recording personal & community stories
- Cultural Mapping
- Content for published resources
- Dictionary Project

Economic Development

will develop & look after things like:

- Rangers/guides, improve land and NRM
- Business enterprises
- Tourism activities
- Marketing and Promotion
- Taxation and other obligations

Commitment from NMAC

What kind of commitment?


- Support Madjulla Inc. – Project Management
- Work in partnership with Nyikina Inc. – NCC & DomesHELLS - GRC Factory, Cultural Industries, along the river potential space for PBC in NCC.
- Identify suitable partners who can support building the governance and leadership of NMAC into PBC as NT rep. body to manage land and NRM on country.
- Attract resources \$\$ & people to conduct research, planning and development to build the capacity & sustainability of riverside communities.
- Identify how the existing and planned cultural industries on country all feed into the NMAC Strategic Plan ie, = NMAC PBC= Mt Anderson Station, Ranger Strategy, Oongalkada Inc/Wilderness Centre, Majala Wilderness Centre, Technology Park, etc.

Caring for Country - Plan

Work through Madjulla Inc.:

Highly qualified insider researchers

- Proven track record in research and project management.
- Developing partnerships with research institutions and independent researchers.
- Developing the Nyikina Cultural Centre into a new enterprise/economic model.
- Developing the partnership between Nyikina Inc and DomeShells Technology.
- Building partnership with SDWK, TRaCK, KLC, FitzCam, Rangelands.



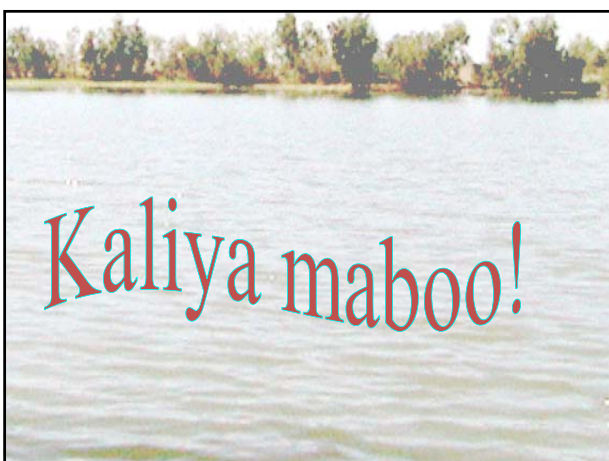
Working through Madjulla Inc.:

- Structure and proven track record of project management.
- Research partnership are being formed for 2009 to build the governance – gap in land and NRM and base line data for planning and development.
- More chance for funding (big picture)
- Unity, a working together approach for caring for country, families and communities connected to the Mardoowarra and the Lower Fitzroy River catchment area.



What needs to happen?

- Agree to build partnerships to support the strategy (letters of support & \$\$ buy in).
- In-principle support for Madjulla Inc. to submit funding applications to build the caring for country model on country in partnership with NMAC & Nyikina Inc.



Kaliya maboo!