

2013 LEARNINGS AND INSIGHTS

ENGAGING, CONNECTING AND COLLABORATING



JAWUN:
A Unique Indigenous
Partnership Model



Noel Pearson (Chairman, Cape York Group and Jawun Patron). *Photo: Daniel Linnet, Linnet Foto*

Cover: Foreground: Shane Phillips (CEO, Tribal Warrior Association), Sean Gordon (CEO, Darkinjung Local Aboriginal Land Council), Noel Pearson (Chairman, Cape York Group and Jawun Patron)

Background: Karyn Baylis (CEO, Jawun), Ross Love (Managing Partner, BCG Australia and New Zealand and Jawun Board Member), Anthony Roediger (Head of Public Sector Practice, BCG), Sarah Franks (ex-BCG now Westpac), Alison Urquhart (BCG), Alex Macoun (BCG), Simon Moore (BCG), Steve Hind (BCG) and Tim Mooney (BCG). *Photo: Daniel Linnet, Linnet Foto*

“Jawun as I see it today is what I originally envisaged so many years ago. A corporate-philanthropic partnership enabling and supporting Indigenous communities across Australia by providing skilled corporate secondees to assist where help is needed most. The replication of this model is set to reap great benefits, as we can now look at sharing learnings between communities; developing a new generation of strong and knowledgeable leaders; expanding our knowledge of social and economic issues and how best to tackle them; and do all of this with the continuing support of corporate Australia.”

NOEL PEARSON, Chairman of Cape York Group and Jawun Patron

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OVERVIEW

Since 2010, Jawun has produced a yearly report that showcases key insights and learnings about a particular feature of its partnership model. This is Jawun's fourth report. Previous reports can be accessed on Jawun's website at www.jawun.org.au.

This 2013 report, *Engaging, Connecting and Collaborating*, reflects on the key factors for effective, long-term corporate-Indigenous partnerships, and the growing momentum for collaboration across Indigenous communities.

THE REPORT HAS TWO PARTS:

PART 1:

Reflecting on the value of a long-term, corporate-Indigenous partnership

One of Jawun's founding partners, The Boston Consulting Group (BCG), has been contributing to Indigenous reform since 2000. This section distils 14 lessons from that successful partnership. Three dimensions are critical: deep engagement by all sides that fosters a genuine understanding of issues and creates opportunities for change; long-term partnerships that achieve continuity and see things through; and creating leverage that opens doors beyond the partnership.

PART 2:

A new momentum for collaboration across Indigenous communities

A growing appetite among Indigenous leaders to connect and collaborate has many benefits for Indigenous communities. This section explores the benefits of collaboration and Jawun's role in helping to make it happen.

“Government spends a great deal of money in the Indigenous sector – around \$25 billion per annum. But a lot of assistance is non-monetary, not just from government but from corporate Australia.

Jawun believes that we have built our secondment program into a successful model of engagement and collaboration. We hope our insights in this report add to the debate about how companies can do more to engage with Indigenous Australia.”

TONY BERG AM, Jawun Chairperson and Director of Gresham Partners

INTRODUCTION

BACKGROUND

Established in 2001, Jawun is a small, not-for-profit organisation that supports innovative reform programs in Indigenous communities. In 2012-13, Jawun deployed 246 high-calibre corporate and government secondees to support over 60 Indigenous organisations. This equated to an annual, in-kind contribution of \$8.9 million.

As Jawun continues to grow and learn more about engaging with Indigenous communities, it has pledged to share what it learns with its key corporate, philanthropic and government stakeholders through forums such as this report.

PURPOSE AND APPROACH

Part 1 of the report catalogues practical lessons and experience from within Jawun, as well as from one of its foundation partners. These insights were gathered from over 30 in-depth interviews, including with current and past secondees and Indigenous and community leaders. Wherever possible, the report includes direct quotations, examples and case studies to bring these insights to life.

Jawun has 20 corporate partners spanning a diverse range of industries. Its corporate and government partners each bring unique capabilities and approaches to their work on Indigenous reform.

In this report, Jawun reflects on its partnership with BCG to explore the ways in which the group has supported Indigenous leaders and Jawun itself to be effective, and the tangible benefits of the partnership for BCG.

This section of the report charts the relationship with BCG from its foundation to the present day and describes key factors that have contributed to its success. Jawun hopes the observations contained in this report will be of interest to both its own partners and to other partnerships that share a long-term commitment to social reform, even where some lessons are not directly applicable to every other partner.

Part 2 of the report is based on feedback and interviews from Indigenous leaders across the Jawun network, supported by direct quotes and case studies where possible. This section of the report examines perspectives on leadership, reform and the importance of connecting and collaborating across regions.

ACKNOWLEDGEMENTS

Jawun would like to thank its valued corporate, government, philanthropic and Indigenous stakeholders for their input into this report, Dom Bowes for supporting the research, and a range of past secondees and other friends of Jawun for contributing to the photography.

PART 1

REFLECTING ON THE
VALUE OF A LONG-TERM,
CORPORATE-INDIGENOUS
PARTNERSHIP

This section of the report distils 14 lessons from more than a decade of partnering with corporate Australia, using the relations with BCG as the primary source of examples. During that time, Jawun has identified three critical dimensions to successful relationships between corporates, government bodies and Indigenous organisations and leaders.

These dimensions are: deep engagement by all sides that fosters a genuine understanding of issues and creates opportunities for change; long-term partnerships that achieve continuity and see things through; and creating leverage that opens doors beyond the partnership. The 14 lessons at the centre of Part 1 of this report are broken down across these three critical dimensions.

FIGURE 1: Three dimensions critical in strong partnerships between corporate, government and Indigenous organisations

DIMENSION 1 THE VALUE OF DEEP ENGAGEMENT



Corporate, government and Indigenous partners carefully planning and managing relationships to deliver the most benefit

DIMENSION 2 THE VALUE OF TIME



Committing for the long haul

DIMENSION 3 THE VALUE OF LEVERAGE



Making an ongoing contribution beyond individual secondments

1.1 THE VALUE OF DEEP ENGAGEMENT

Jawun has found that its most successful relationships are those where corporate and Indigenous partners manage the engagement between them, to play to their strengths and engage in the way that works best for them. Building a deep level of engagement as part of a long-term relationship has paid dividends for both Jawun and its partners. Engagement of this kind comes about from what Colin Carter – the former BCG partner who helped create Jawun – calls “a two-way attitude of respect and goodwill”.

Through this engagement, partners have gained a genuine understanding of the complexity of the challenges and opportunities that exist in the communities Jawun supports, as well as the confidence and capability to help shape solutions. By the same token, Jawun itself has been able to win the ear, and the trust, of some of Australia’s leading business minds. This has expanded its view, not only of what is possible, but also how to achieve it.



EXHIBIT 1: The power of contributing people – How Westpac and BCG trialled a new model

The idea of harnessing business expertise to advance Indigenous reform was seeded long before Jawun was created. In 1995, Graeme Wise from the Body Shop, together with influential Indigenous leader Noel Pearson, developed the concept of an Indigenous Business Institute (IBI) or business incubator.

In 1999, Noel Pearson published his seminal book, *Our Right to Take Responsibility*. Following this, the IBI convened a summit in Weipa to discuss how business alliances could break the welfare trap in Cape York. The rationale was that business thinking could make a real contribution to the serious problems in Indigenous communities.

The Weipa summit drew together an impressive group of leaders. Noel Pearson was joined by then leader of the Australian Republican Movement Malcolm Turnbull, former Governor-General Sir Ninian Stephens and then Westpac Group Head of HR Ann Sherry. Graeme Wise also attended, as did his business school classmate Professor Chris Barlett from Harvard Business School. Chris extended the invitation to another business school classmate, Colin Carter, then the leader of BCG in Australia and New Zealand.

At Weipa, Noel, Ann, Graeme, Colin and others hit on a new approach; corporate Australia could lend their people to advancing Indigenous reform. The ‘secondees’ would co-locate with Indigenous leaders and help them tackle their biggest challenges on their own terms. Indigenous Enterprise Partnerships – now Jawun was born. Noel Pearson says:

+ + + + + Ann came in with the people agenda and she and
 + + + + + Colin really got their heads together and said
 + + + + + “we can provide these organisations with the
 + + + + + power of our people.” I have to confess I didn’t
 + + + + + understand, at that stage, what they were doing.
 + + + + + It became apparent pretty early that they had
 + + + + + cottoned on to the single most important thing
 + + + + + they could do for us.
 + + + + +

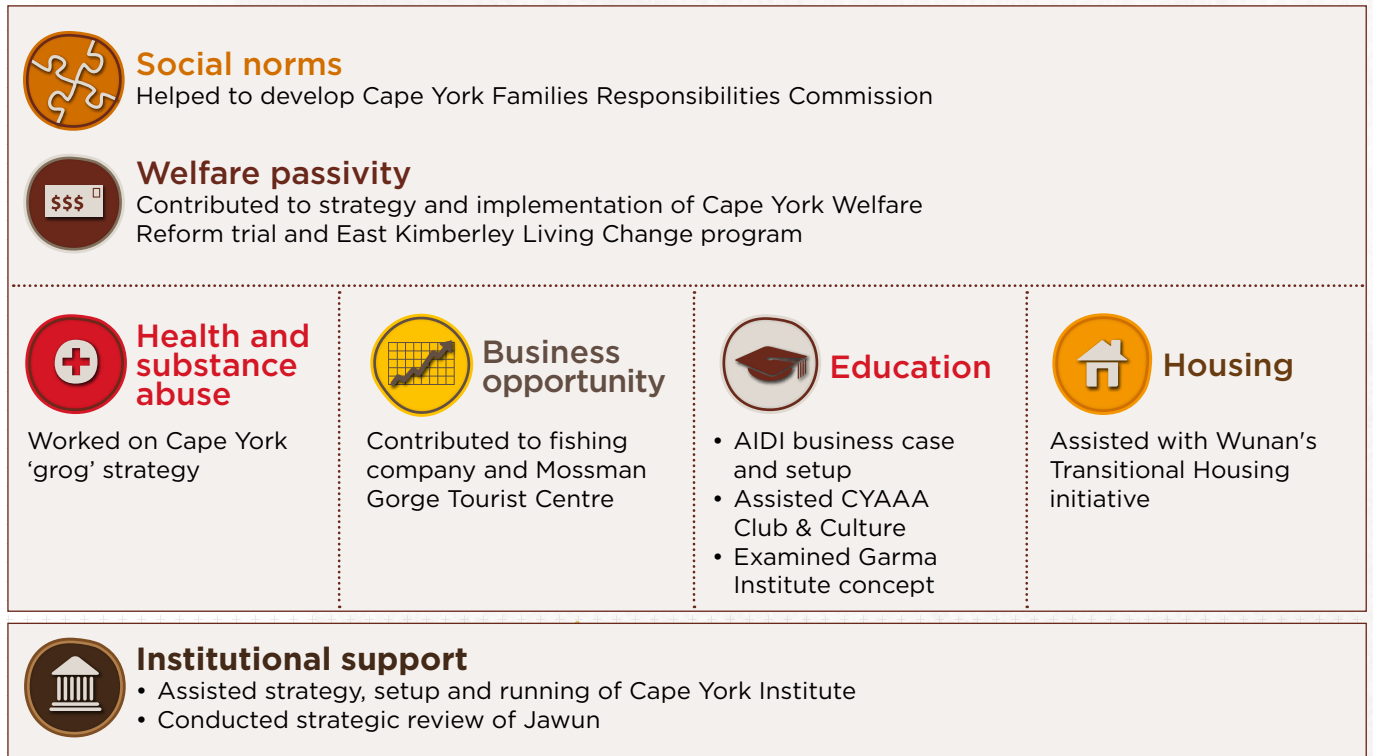
Alan Tudge and Belinda Brown, from BCG, were Jawun’s first secondees. They came to the Cape during the summer break from their MBA program at Harvard – with substantial assistance from Chris Bartlett at Harvard – and worked with Balkanu Cape York Development Corporation on a range of economic and business development ideas. Westpac followed soon after in greater numbers.

These first secondments became a model for those that followed. BCG secondees located themselves in the communities where they were working for a meaningful amount of time. Their aim was to advance the agenda of the Indigenous leaders on the ground.

Since then, many more corporate and government partners have joined, and Jawun has grown. In turn, BCG’s commitment has also grown significantly. Around 100 BCG staff have given their time, from junior consultants to senior partners, as well as specialist support staff. Secondees generally spend from three to nine months with Indigenous organisations. BCG staff (BCGers) have worked in Cape York, the Kimberley, Shepparton, North East Arnhem Land and Jawun’s Sydney office, across many of the topics that Jawun supports: business opportunity, education, health, housing, social norms, welfare reform and institutional capability building.

Many BCG alumni who have been involved with Jawun have made important contributions to Indigenous reforms after leaving the firm. Examples include Chris Croker, a Jawun secondee while at Melbourne Business School, who worked on the employment pilot in Shepparton after leaving BCG, and is now the Project Director at Doorn-Djil Yoordaning, an Indigenous mining contracting company; Alan Tudge MP, Jawun’s first secondee, who left BCG to serve as Deputy Director of Cape York Institute and now represents Aston in the House of Representatives and was recently appointed the Parliamentary Secretary to the Prime Minister for Indigenous Affairs; and Kate Chaney, who became Aboriginal Affairs Manager at Wesfarmers. “We are really proud of the contribution that our alumni have made in the Indigenous affairs space,” says Ross Love, BCG Australia and New Zealand Managing Partner. “We by no means take credit for their great work, but we take enormous pride in their connection to BCG.”

FIGURE 2: Topic map showing the range of areas where BCG secondees have contributed



*Australian Institute for Direct Instruction (AIDI)
Cape York Aboriginal Australian Academy (CYAAA)

1.1.1 EFFECTIVE ENGAGEMENT BY SENIOR EXECUTIVES WHO BRING THEIR ORGANISATION WITH THEM

From the beginning, BCG has been engaged from the top down. Noel Pearson is clear when asked what makes corporate partnerships work: “You need a senior champion”.

Within BCG, the relationship has been owned and managed by a senior partner. BCG has also agreed to be on the Jawun Board. The visible commitment of senior leaders gives Jawun secondments profile and prestige within the firm. This is the result of deliberate work by Jawun and each new generation BCG leaders.

From Jawun’s perspective, engaging with BCG’s senior decision-makers has kept the reform agenda, and the need for high-calibre secondees who support it, a high priority. BCG has recognised this work as critical. Engaging leaders has proven to be the best way to energise the rest of the organisation. As Mike Winer, Jawun’s first CEO, explains, “It’s not just about the Board. The people doing the work have to be excited too”.

Miguel Carrasco’s experience illustrates this point well. Miguel was seconded to the Cape York Institute for six months in 2006 to begin implementing the Cape York Welfare Reform Trial. After leaving the Cape, he remained informally involved with other secondees but found he became less engaged over time. Then in 2012, Miguel, now a BCG Partner, went on an Executive Visit to the Kimberley that renewed his passion. As he says, “it was really energising to reconnect”.

Executive Visits, organised by Jawun, bring together powerful and influential government, corporate and Indigenous leaders ‘on country’ to learn about and share perspectives on the challenges facing Indigenous communities, and the support that can be offered.




Ross Love (Managing Partner, BCG Australia and New Zealand and Jawun Board Member), East Kimberley, July 2011. *Photo: Daniel Linnet, Linnet Foto*

1.1.2 EFFECTIVE PARTNERS KNOW WHAT THEY CAN BRING AND WHAT THEY WANT FROM THE RELATIONSHIP

Jawun provides Indigenous organisations with a variety of support, including strategy, IT and systems, HR, finance and project management. Some projects require long-term support while others can be broken up and tackled through shorter secondments. The diverse needs of Indigenous organisations, and the diverse skills of the corporate and government partners require careful coordination by Jawun. In this context, partnerships work best when corporates come with a clear idea of where and how they can add the most value.

Regardless of how they contribute, the benefits for corporate and government partners are the same. All partners are able to give their staff a once-in-a-lifetime opportunity that expands their horizons and accelerates their personal and professional growth.



“Executive Visits have been a great innovation to engage our broader senior group. Nine BCG partners have now been on visits, and they have been critical in reaffirming support and understanding from the top down.”

MIGUEL CARRASCO, Partner and Managing Director,
BCG Canberra

In BCG's case, most of the focus has been on providing staff who can add value to strategic projects – parallel to their experience with commercial client work. These skills happened to be a natural fit for what leaders in the Cape needed, as they began to develop and then articulate their reform agenda.

Because BCG's work is project based, consulting staff – by and large – don't have line roles.

As a result, BCG secondees have been able to commit to Jawun projects for longer stretches of time (generally three to nine months). This has enabled them to tackle larger pieces of work, and help guide other short-term secondees. "It's a big commitment, but longer-term secondments are a terrific vehicle to directly contribute to strategic long-term activities," says Jawun CEO Karyn Baylis.



Miguel Carrasco (Partner and Managing Director, BCG Canberra), Vit Koci (Program Manager, Indigenous Community Partnerships Westpac) and Jawun's 1000th secondee Sarah Pohlen (AST Service Delivery Program Manager, Westpac), Wuggubun, November 2012.
Photo: Louise Law, Create Evoke Photography

"BCG's involvement was critical because our challenge involved moving from our current world to the world we were envisaging and we needed to be able to think strategically about that."

NOEL PEARSON, Jawun Patron and Chairman, Cape York Group

EXHIBIT 2: Jawun’s founding partners BCG and Westpac have complementary roles

One of the original ideas behind the Jawun model was that its foundation partners, BCG and Westpac, would be able to make different but equally effective contributions. Ann Sherry explains that, early on, she and Colin examined the projects that needed corporate support. “We divided the projects depending on which organisation could do the most with them; some of the more strategic ideas went into the BCG box, and projects that needed a wider range of skills went to Westpac.”

FIGURE 3: Westpac and BCG have employed different secondment models to support the same agenda

	WESTPAC	BCG
AGENDA SUPPORTED	Responsibility-based reform agenda as defined and articulated by Indigenous leaders	
TYPE OF ASSISTANCE	Larger organisation, supports much wider range of projects, e.g. <ul style="list-style-type: none"> - business planning & implementation - functional support e.g. HR, IT - financial literacy and approaches 	Strategic projects: <ul style="list-style-type: none"> - defining and articulating agendas, e.g. Cape York Welfare Reform - packaging and presenting proposals
LOCATION OF SECONDEES	In communities, alongside Indigenous leaders and organisations	
NUMBER OF SECONDEES	800+ in total 40-50 per year	80+ in total 4-5 per year
LENGTH OF SECONDMENTS	Mainly 4-6 weeks Occasional 12 months+	3-12 months
COMPANY SUPPORT FOR SECONDEES	Full-time relationship manager on the ground in Cape York	Informal internal support from peers and managers at BCG at a distance

1.1.3 WELL-ORGANISED SUPPORT FROM EMPLOYERS MAKES SECONDEES MORE EFFECTIVE



Top: Ross Love (Managing Partner, BCG Australia and New Zealand and Jawun Board Member), Sarah Franks (ex BCG now Westpac), Noel Pearson (Chairman, Cape York Group and Jawun Patron), Steve Hind (BCG), Alison Urquhart (BCG) and Simon Moore (BCG) **Left:** Alison Urquhart, Steve Hind **Middle:** Ross Love, Miguel Carrasco (Partner and Managing Director, BCG Canberra), Shane Phillips (CEO, Tribal Warrior Association) **Right:** Sean Gordon (CEO Darkinjung Local Aboriginal Land Council), Karyn Baylis (CEO, Jawun). *Photos: Daniel Linnet, Linnet Foto*

Jawun secondments are undoubtedly challenging for secondees. They face complex problems and are often based in remote communities that are geographically and socially very different from their own. They are also expected to quickly engage with projects started by previous secondees who may not be there to hand them over.

Different companies support their staff in different ways. Westpac, for example, has a full-time manager employed to oversee the secondment program, who incidentally was relied heavily on by BCG! At BCG, support for secondees begins even before they are selected. Staff who are currently on secondment share their experiences with colleagues from time to time, either by emails to all staff or via presentations at monthly staff breakfasts. This maintains a high profile for the secondment program and puts a human face on the experience, encouraging other staff to ask questions. For prospective secondees, the first step is speaking with Jawun alumni within the firm.

Once a person is selected for secondment, BCG has materials ready to bring them up to speed. This includes a guide that explains the history and nature of the relationship, as well as the rationale for BCG's involvement. There is also a database of the projects that BCG has supported, and the people involved. Using this resource, secondees are encouraged to pick up the phone and seek advice from past secondees as well as other subject matter experts. When they return to the firm, they join the Jawun alumni database and can reciprocate with support to new secondees.

Dave Clarke worked with Balkanu and the Cape York Institute for several years after leaving BCG, and has now returned to the firm, where he still regularly speaks to secondees wanting to "bounce ideas around".

The firm also hosts a monthly call between current and recent BCG secondees. These 30- to 60-minute calls are an informal way to share experiences and advice. Phil Barker, who coordinated the calls in 2013, says, "Even though secondees may be thousands of kilometres apart, these calls mimic BCG's practice of 'corridor conversations' that spur new ideas or uncover new information".

In some cases, more formal support is warranted. When Trish Clancy moved to Halls Creek for six months in 2011 to work on the Wunan Foundation's Living Change program, she was able to tap into the ongoing support from Ross Love back in Sydney, via weekly 30-minute calls (see Exhibit 3).

These support networks produce a number of benefits. First, they give secondees in an unfamiliar environment a sounding board – often a senior member of the firm – who understands the challenges they face. Second, they ensure that the specific knowledge built up within BCG about Indigenous issues is shared and retained. The success of the informal, personal network has meant BCG has not needed to invest in formal knowledge management systems, though recognises they can be very valuable.

Murray Coates, Jawun's Regional Director for East Kimberley, observes that the value of this model is that Indigenous partner organisations receive more than just the individual secondee. "With BCG, Indigenous organisations are not just getting a secondee, they're getting the firm's IP, support and mentoring. I've seen them use BCG networks to get their heads around complex issues, or communications specialists to make their presentations more powerful. All of these extra sources of support are crucial to their success."

As a firm, BCG has relatively few staff and a flat structure, which makes it possible for people to remain in fairly regular contact. Yet the lessons from this style of support are relevant to other partnerships as well. This model illustrates that the more an organisation invests up front in the secondee, in terms of time and support, the more effective their contribution is likely to be. Although establishing these formal and informal support networks is not easy, their value is evident in the impact secondees then go on to deliver.

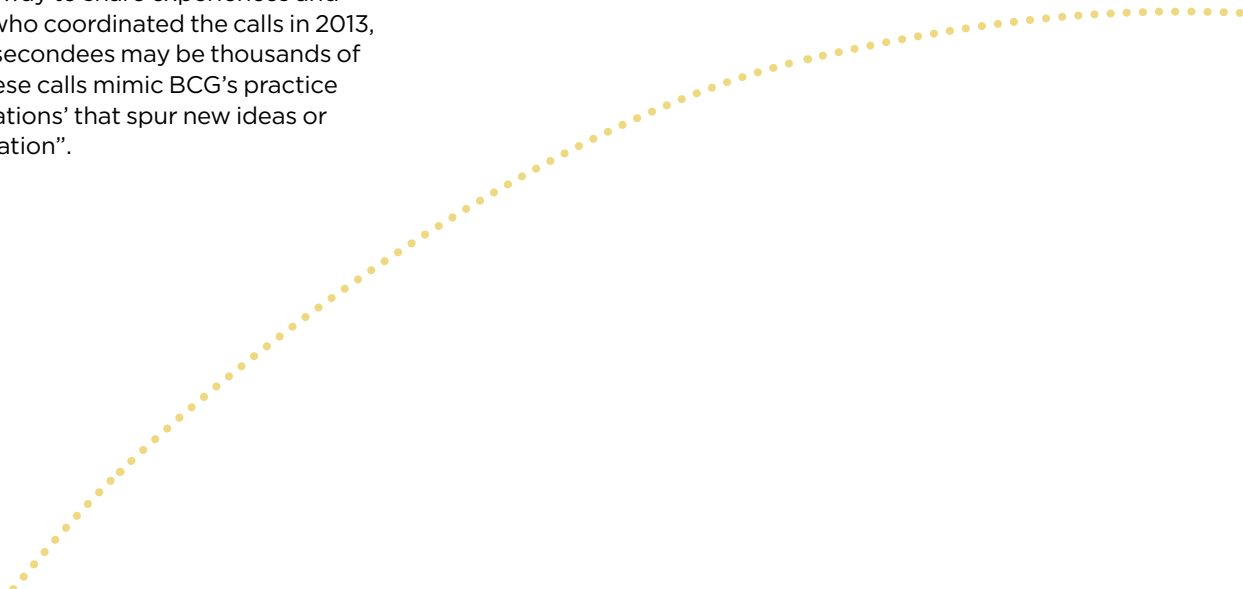


EXHIBIT 3: BCGers informally supporting each other at Wunan

Expanding BCG's commitment to East Kimberley in 2011 was an important step for the firm in its partnership with Jawun. Ian Trust, the Chairperson of Wunan, was seeking support to deliver his welfare reform agenda, called Living Change. BCG was able to send Trish Clancy, an experienced Project Leader, who went to live in Halls Creek for six months during 2011.

As the first BCGer in East Kimberley, Trish found it vital to maintain strong links with her BCG colleagues around Australia. She and Ross Love set up weekly calls with a flexible agenda. Some calls were used to review output, others to discuss approaches to stakeholder management or engagement. To learn more about welfare reform, Trish also drew on the knowledge of BCGers like Miguel Carrasco, who had worked in Cape York.

Since then, three more BCG secondees have travelled to the East Kimberley. In each case, Trish has been a consistent point of contact. Phil Barker, who was seconded to Wunan in 2013, used regular calls with Trish at the start of his secondment to get the lay of the land and understand how he could be most effective in helping Wunan.

Secondees can also draw on content expertise within the broader BCG family. In 2012, Tim Mooney worked on a transitional housing strategy for Wunan and sought input from Adrian Brown, an expert in social financing from BCG's London office. Tim was also able to leverage the expertise of BCG's former head of the Australian Financial Services practice to explore housing finance options. When Phil Barker was investigating fly-in, fly-out employment strategies for Wunan, he met with partners in the firm's Perth office to draw on their insights from BCG's commercial client work.

1.1.4 DEEP ENGAGEMENT RETURNS SIGNIFICANT BENEFITS FOR THE CORPORATE PARTNER

BCG has found that its committed, deep engagement has helped the firm in unexpected ways. Two clear examples are the way that BCG globally has learned from and leveraged the relationship with Jawun, and the impact the Jawun relationship has had on BCG's brand among its target recruiting pool.

The nature, strength and success of BCG's relationship with Jawun have strongly influenced the growth of the firm's global social impact work and policies. When BCG's global program was established in early 2005, the taskforce looked to Australia as an example.

The most striking lesson that the taskforce took from the Jawun partnership was the value of engaging for the long term (discussed in Section 3) including supporting long-term secondments. Tom Lewis, now a Senior Advisor to BCG, led the taskforce:

[The Australian] approach of entering into a long, deep partnership with an organisation in the social sector had huge advantages. It meant BCG got to deeply understand the issues, even though we were rotating our teams, as we always do. And the organisation itself would get used to our BCG style of support. Influenced by the experience in Australia, BCG decided to enter into a small number of deep, long-lasting relationships with globally active social sector organisations.

The team also incorporated long-term secondments into the global program, based on seeing the value of those in Cape York. BCG now has a number of consultants around the world at any one time engaged in long-term secondments. Tom Lewis explains that the arrangement benefits both BCG and their social impact partners. "Secondees experience the social sector in a more intense way, and it's also enormously valuable to our partner organisations."

As BCG's global program has grown and expanded, the relationship with Jawun has continued to be a source of learning. In Australia, BCG has leveraged its connections in the corporate world by assisting and encouraging its clients and contacts also to become involved with Jawun. This focus has now been adopted by BCG's global social impact program where the firm consciously seeks out other large and capable corporate partners to join its endeavours.

Reflecting the high standing the program has within BCG globally, the firm increasingly seeks to make Jawun secondments available to consulting staff from around the world. Indeed Gates Moss, one of the earliest secondees, was from BCG's Atlanta office. The most recent was Amy Zheng, from Kuala Lumpur, who was seconded to the Yothu Yindi Foundation in North East Arnhem Land, and travelled from a "concrete jungle" to work among "expansive red earth and stringybark gumtrees".

Amy's work elevated the profile of social impact within the Kuala Lumpur office, prompting discussions about the common problems of disempowerment and lack of access to education for disadvantaged groups in both Australia and Malaysia. Her experience also spurred discussions about opportunities to do social impact work in Malaysia and tapped into the desire of many who join the firm to use their skills to make a difference in society.

BCG's involvement with Jawun has also helped it attract the type of people it wants to recruit. While at Melbourne Business School, Chris Croker worked on the strategic review of Jawun that was led by BCG and he later joined the firm.

"It's unusual for a leading international consulting group to go and support Indigenous groups, who tend to be some of the least supported groups in the world. It definitely influenced my choice to join BCG."

CHRIS CROKER, former BCG Consultant



Sean Gordon (CEO, Darkinjung Local Aboriginal Land Council) and Steve Hind (BCG). *Photo: Daniel Linnet, Linnet Foto*

Whitney Skinner completed a secondment in North East Arnhem Land in early 2013. After she returned to the Perth office, she helped interview prospective candidates, and found that without exception, candidates asked about her secondment.

Emily Chai joined BCG from university in 2013. For Emily, BCG's deep engagement with Jawun demonstrated that firm's commitment to its values: "It emphasised that this was a company that genuinely cared about the development of its staff and the good of the wider community".

1.1.5 SECONDEES RETURN WITH A RANGE OF NEW SKILLS AND EXPERIENCES



Luke Raffin (Consultant, BCG), Cape York, May 2010.
 Photo: Daniel Linnet, Linnet Foto

The Jawun partnership is mutually beneficial for individuals and their firms. Many Jawun alumni describe their secondment as being a once-in-a-lifetime experience. Employers, in turn, find that staff are more capable having undergone a period of significant personal and professional growth.

When Colin Carter first committed BCG to the partnership, the benefits to his own people were not front of mind. But the firm’s leaders soon noticed that secondments had a positive impact on staff effectiveness:

People came back better than they were before. It came out in some fairly subtle ways. The young consultants who went away had to deal with more responsibility and more ambiguity. They couldn’t just talk to people using the normal consulting gobbledygook. It was a challenging, formative experience and we saw the benefits of that when they returned.

Ross Love sees the secondments as an accelerated experience that is great for his staff, by giving them opportunities to take a more senior role in solving problems than they would as part of normal client teams. At the same time, secondees often have the ability to work alongside secondees from other corporates.

Finn Pratt, Secretary of the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA), explains that the Australian Public Service sees value in its secondees working alongside those from other organisations because “they come with a different perspective, and this can only enhance the mutual learning”.

The observation is shared by the secondees themselves. They highlight the value of applying skills they have learned in a corporate setting in a very different context, as well as the professional and personal growth that comes with having a greater level of independence and responsibility and working with a more diverse range of people.

Tim Leach’s observations are typical of most secondees. Tim spent three months in Cairns working on the introduction of Direct Instruction into the Cape York Aboriginal Australian Academy. He said:

I was pushed out of my comfort zone by having to deal with a range of challenges I wouldn’t normally be exposed to. But I quickly came to love the independence and responsibility. The skills that I use on a day-to-day basis with BCG were a great foundation and I found it very stimulating to apply them in a non-corporate environment. On a personal level, I came to appreciate much more about the type of person I am, in terms of how I respond to challenges and what truly motivates me.

Often, secondees find themselves applying totally different sets of skills, or applying them in new ways. Paul Isaachsen, the Manager of Wunan’s Living Change program, has observed that relatively junior BCG secondees have to employ different methods to get engagement from the community, without the same level of supervision they would have at BCG.

When Miguel Carrasco worked on the Cape York Welfare Reform Trial in 2006 he found himself applying project management skills he used when developing strategy, to roll out the program. “I was more used to working on the other side, the business plan side rather than implementation,” he explained, also noting the satisfaction of getting to see something through from beginning to end.

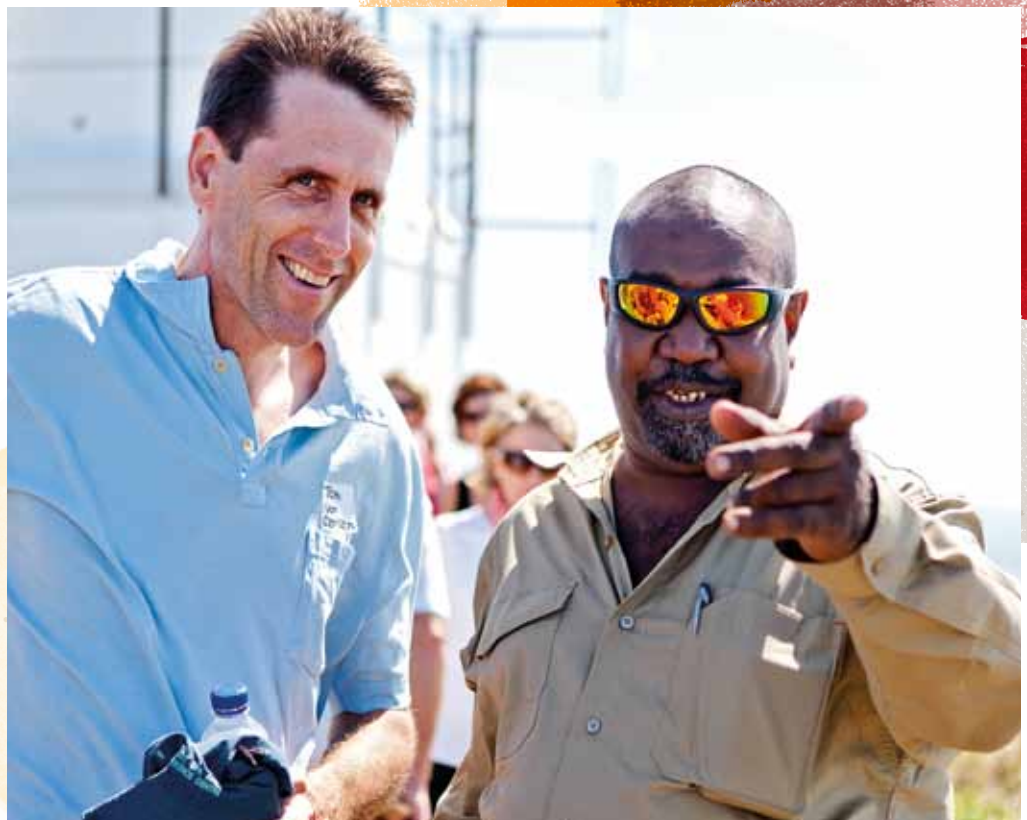
1.1.6 CORPORATE PARTNERS SAY THEY NEED JAWUN TO MAINTAIN THE LONGEVITY OF THEIR ENGAGEMENT

Effective relationships of the type that Jawun supports between Indigenous organisations and corporates rely on mutual trust, which takes time and effort to build. Ant Roediger reflects that early on in Jawun's existence there was an assumption that Jawun would become less important as its corporate and Indigenous partners built their own bilateral relationships. But looking back now, he says that, "the role of a central organisation like Jawun – which acts as a broker between the different parties – is invaluable". Jawun strengthens the partnership model by building relationships with Indigenous organisations, helping organise the logistics of secondments, and providing on-the-ground assistance via their network of Regional Directors.

Tom von Oertzen, a Senior Partner at BCG, led BCG's engagement with Jawun and its Indigenous partner organisations from 2004 until 2012. He identifies three ways that Jawun has contributed to the depth and longevity of BCG's engagement.

First, Jawun has widened BCG's commitment by adding new Indigenous regions. Most corporate partners are unlikely to have the bandwidth themselves to identify and develop relationships with potential new Indigenous organisations or regions. Jawun ensures that regions it enters would benefit from secondees, and share a similar, responsibility-based view of reform.

Jawun's ability to grow the partnership while staying true to its core values is particularly useful for partners with less experience with Indigenous affairs, but is also useful for those many years in. Once Jawun has invested the time and effort needed to develop these new relationships, it can introduce and 'vouch for' its corporate or government partners, thereby leveraging the strength of its own relationships on both sides.



Tom von Oertzen (Senior Partner and Managing Director, BCG) and Yuku Baja-Muliku Ranger, Cooktown, Cape York, May 2010. *Photo: Daniel Linnet, Linnet Foto*

Second, Jawun can offer scale benefits in terms of managing the logistics (such as accommodation and support) of having secondees located in multiple remote regions. As Ross Love explains, having a dependable partner also gives peace of mind at critical times:

Jawun acts as a solid, reliable, day-to-day touch point for its corporate and government partners. It provides continuity and leverage beyond what we can do on our own. We also know that if we have someone out in the wilderness or in Cairns when a cyclone is coming through, which has happened many times, someone is there looking out for them.

Third, Jawun’s Regional Directors, who live and work in the Indigenous communities, are an invaluable source of local knowledge and understanding. They can help secondees to navigate the communities they work in, and find assistance when they need it. By building deep trust with local Indigenous leaders and organisations, the Directors are able to step back and look at the agenda of an entire region. This, in turn, allows corporate partners and secondees to see their project work for individual organisations within a broader perspective.



1.2 THE VALUE OF TIME: COMMITTING FOR THE LONG HAUL

A long-term commitment has been vital to the special relationship between Jawun and its founding corporate partners. It has allowed trust to flourish and given the people involved in reforms a chance to witness the long-term impacts that flow from earlier, short-term efforts. A long-term commitment provides continuity,

a chance to learn along the way, and shared experiences that affirm Jawun’s model of partnership. BCG initially made formal commitments in three-year blocks, and have rolled these over. Next year will be their fifteenth year.

1.2.1 LONG-TERM COMMITMENT LEADS TO MUTUAL TRUST AND GENUINE ‘THOUGHT PARTNERSHIPS’

Corporate leaders who are prepared to engage for the long term find willing partners in Indigenous leaders around the country. As Noel Pearson explains, in Indigenous Australia, “there is not a dearth of leadership. There is a dearth of capacity to translate that leadership into change”.

Indigenous leaders bring an agenda and a set of reform priorities. Corporate partners add value by helping leaders to clarify, refine, structure and prioritise that agenda. This relationship – as thought partners – doesn’t happen overnight. Ross Love explains that the approach was “explicitly borrowed from our client experience, which shows that deep, long-term relationships generate more value for our clients than one-off projects”.

The first step is for Indigenous and corporate leaders to build mutual trust and respect, by getting alignment on philosophy and the need for change. Specifically, corporate partners need to be willing to support Indigenous leaders to succeed with their own agenda. When Jawun was being set up, Mike Winer sought corporate partners who “would get off the white horse, and lift the Indigenous leaders onto the white horse to go and save their own mob”.

Early on, Colin Carter convinced other leaders at BCG that they had to be willing to commit for the long term, given the scale of the problems.

“The issues we are trying to deal with are generational. There was no point doing this with the mindset that it was a project we’d be doing for a year or so and then move on. There was no point starting unless we understood it would probably be at least a 10-year commitment, which has proven to be the case.”

COLIN CARTER OAM, former BCG partner who helped create Jawun



Ian Trust (Chairman and Executive Director, Wunan) and Ross Love (Managing Partner, BCG Australia and New Zealand and Jawun Board Member), East Kimberley, July 2011. *Photo: Daniel Linnet, Linnet Foto*

By the same token, Noel Pearson reflects that having Colin commit BCG for the long haul helped to build the reform movement. “Having a senior business figure stand by the Jawun idea and the Cape York reform agenda gave a lot of confidence to a lot of people. It was key to the idea growing.”

Building trust and respect is about demonstrating commitment. When Trish Clancy came to work on Wunan’s Living Change program, she chose to live where she worked, in Halls Creek. Ian Trust explains that, for a community used to being told what to do by people driving in and out again, this was a significant step. “I take my hat off to Trish – and Aboriginal people will put a lot of emphasis on this – for choosing to live in Halls Creek. She brought a lot of credibility and respect to her, Living Change and Wunan by doing that. Even people who didn’t agree with our philosophy were, by the end, inviting her to barbecues. They respected her.”

Secondees also build trust by demonstrating their value. From his experience as the Deputy Director of the Cape York Institute, Alan Tudge MP says that an important first step was demonstrating success on smaller, well-scoped projects. “Once that is developed,” he says, “the projects can be a bit more open ended”.

Leaders appreciate having people with corporate experience available as thought partners. When a vacancy arose on the board of Wunan, Ian Trust appointed Ross Love and Trish Clancy as alternate independent directors. “It has brought a lot of value to our board,” Ian says. And Ross, Trish and Ian have maintained a relationship beyond board meetings. Ian liaises with them before meetings: “We use them as a filter to give us another opinion. If we’re going for a new project or strategy, we always get them to give us their opinion. They’re invaluable”.

Again, drawing on his years of commercial client work, Ross Love sees his relationship with Ian Trust as similar to those he has with senior corporate leaders: “Being in a leadership position is by nature a lonely job. Usually you are the only person in a company or a community playing that role so there are not many outlets to have a conversation without being very conscious of what you’re saying and how you’re phrasing it”.



EXHIBIT 4: Helping to develop and articulate the Families Responsibilities Commission

In 2005, BCG seconded then Project Leader Rohan Chandler to Cape York to help develop and deliver Noel Pearson’s welfare reform agenda. The deadline for the entire proposal was the end of that year. A crucial element would be a new mechanism to re-establish social norms by linking welfare payments to adherence to community values. In Noel’s words, “It was quite a radical idea”. Although Noel had previously articulated the concept, he needed support to flesh it out.

Bevan McKenzie was a BCG Associate seconded to the Cape to work under Rohan. On Bevan’s second day in Cairns, Noel sat down to explain his idea. He then, as Bevan says, “gave me a whole lot of rope for the next three months to either hang myself with or make something of it”. Working together, Bevan recounts, they articulated the goal, and the solution:

“The basic question was how do we institutionalise these values using the welfare streams, using the Indigenous leadership within the community. The key idea that came out was having existing leaders within the community perform the role”.

That mechanism was the Families Responsibilities Commission, which sits at the centre of the Cape York Welfare Reform Trial. Comprised of local Indigenous community leaders and a retired magistrate, it has the power to quarantine welfare income of individuals who fail to meet their responsibilities. Noel said of his work with Bevan, “He came along and helped to articulate it and bring it to a stage where we could get buy-in from the government and other players, and then have another secondee take on the work before it was turned into legislation”.

1.2.2 VIEWING INDIVIDUAL PROJECTS AS PART OF A LONG-TERM PORTFOLIO MAKES THEIR VALUE CLEAR

Progress in complex programs often moves in fits and starts. Effective reform partners gauge success over a long-term portfolio – rather than in every project – and actively seek to learn from projects that do not go as planned.

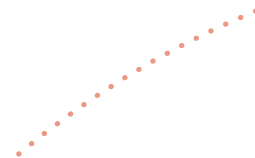
One way to build support for the partnership is to focus on long-term reforms, like education or welfare reform. Even though issues can be generational and problems often seemingly intractable, working on an issue for an extended period allows partners to observe the change in trajectory on difficult topics. Another way is to secure tangible ‘quick wins’ within a program that give the organisation something to point to as an early indicator of the program’s promise. Alan Tudge MP observes that “being able to point to an emerging outcome helps to build support”.

The model of many people contributing to smaller projects to advance a broader portfolio, has proven to be effective over the long term. The Mossman Gorge Tourist Centre, north of Cairns, now welcomes up to 500,000 visitors per year and employs 70 Indigenous people in the high season.

The early planning and land negotiations to get it started took two to three years. A BCG secondee worked on the proposal for tourism development in 2005 before the work was picked up by a team from Oxford University, and handed on again. These small, persistent and semi-coordinated injections from a range of partners, and hard work by the community, culminated in what is now a thriving eco-tourism enterprise.

Karyn Baylis agrees that successful projects involved a series of secondments over time:

+ + + + +
 + The most successful projects are the ones where + + + + +
 + secondees pass on their work to the next person, + + + + +
 + instead of just doing a business case and walking + + + + +
 + away. We’ve seen that with the Cape York Institute’s + + + + +
 + invasive species carbon credits scheme. KPMG + + + + +
 + has supplied a constant stream of secondees for a + + + + +
 + couple of years. Each has done a great job preparing + + + + +
 + for and handing on to the next, which has created + + + + +
 + lots of momentum. + + + + +
 + + + + +



The passage of time also gives Partners a broader perspective on what can be achieved by a series of small steps. Miguel Carrasco says that while he was helping to implement the Cape York Welfare Reform Trial, “we had done a lot, but at the time it didn’t seem like much progress”. Looking back, he says, “puts it all in perspective. The important thing is that it has continued and has achieved something. I feel much more satisfied now”.

Complex change programs necessarily involve initiatives that don’t go to plan and it is crucial that projects – and secondees – have ‘permission to fail’. This entrepreneurial attitude is critical to making the most of all projects. Projects that appear to have failed can often be leveraged to make a difference in another area.

“Ultimate success is often built on the so-called ‘failures’ of early projects.”

ANTHONY ROEDIGER, Partner, BCG

In 2003, Anthony worked on a business plan for a Cape-wide Indigenous construction company. It soon became clear that the company couldn’t be set up at the time, given the existing stock of skills and the challenges associated with running a Cape-wide business.

From that setback came an investigation the following year into a simpler Indigenous housing model, led by Kate Chaney, then a BCG Project Leader, and later Manager for Aboriginal Affairs at Wesfarmers. Kate looked at how family groups could be assisted to build simple houses on their traditional lands, using a model of reciprocity that gave the family groups some “skin in the game”. At the heart of this were lengthy discussions about how to make that reciprocity real.

Out of that work, and other efforts not involving BCG, came the Bush Owner Builder program, which is still run by Cape York Partnerships. Under this program, families contribute ‘sweat equity’ by helping to build a house, as well as putting down a cash deposit and committing to repayment of the loan within three years.

Kate has observed that this process contributed to the overall reform. Discussions about responsibility and reciprocity in this context helped refine the leaders’ philosophy more generally:

Our steering committee met every couple of weeks and it felt like we were covering the same ground again and again and again. At the time it seemed frustrating but looking back, the most useful outcome was probably the discussions that the Indigenous leaders had, with me being a fly on the wall. They were talking about reciprocity, and engaging with how to make it real. How do you develop obligations and sanctions? In a small way, that helped progress other parts of the reform agenda.

Chris Croker has seen a number of long-term Indigenous reform efforts from a number of perspectives. While at Melbourne Business School as an MBA candidate, Chris was a Jawun secondee, and worked on the 2004 strategic review of Jawun. He then joined BCG as a consultant before leaving to work on a range of Indigenous projects, including the Shepparton Employment Pilot and Jawun’s 2009 expansion. Chris is now the Project Director at the Djorn Djil Yoordaning Mining Company, a mining services company with an Indigenous workforce.

Drawing on his experience at BCG, and his knowledge of Indigenous communities and organisations, Chris reflects that ups and downs are part of any long-term relationship undertaking large-scale change and can come from either side. “As long as everyone realises that ups and downs are a normal part of the journey, and they have a long-term goal, relationships will get stronger, there will be more trust, and change will happen.”

1.2.3 A SUSTAINED COMMITMENT TO SOCIAL IMPACT STRENGTHENS CORPORATE VALUES

Committing to one cause over a period of time provides corporate partners with a tangible way to strengthen and 'live' their values, especially when they provide their own staff, rather than engaging in cash-based philanthropy. Ross Love sees a social obligation on privileged corporates to assist the disadvantaged in their communities: "As wealthy, comfortable, middle-class people in a successful community, we all have a sense that we aren't comfortable with examples of egregious disadvantage".

Senior BCGers demonstrate their personal commitment through their actions, which is a powerful affirmation of values within their broader organisation. For example, Tom von Oertzen, a Senior Partner at BCG, took his family to North East Arnhem Land to work at the Garma Festival while on a leave of absence. As Ann Sherry observes, "things like that are symbolic to the rest of the organisation".

The risk of pro bono work, Colin Carter believes, is that it serves as 'cause-related marketing', and "the absolutely vulnerable, and the parts of the community that get left out, never get any assistance at all". The focus in Australia on the most underprivileged in the community is, in Tom Lewis' view, "a precedent and example to set" for BCG's global staff.

Having employees with first-hand experience of the company's social impact work makes them able to knowledgably and passionately speak about the values in the community. Trish Clancy reflects that she is now able to make meaningful contributions to discussions on Indigenous reform in other professional and personal contexts. Miguel Carrasco observes that "there is real value in being able to speak knowledgably to the community about a topic they care about, and that isn't on our commercial agenda".

Jawun Chairperson Tony Berg sums up the impact of BCG's sustained commitment: "I think Jawun now runs through the veins of BCG, and many of our other partners".

1.3 THE VALUE OF LEVERAGE: MAKING AN ONGOING CONTRIBUTION BEYOND INDIVIDUAL SECONDMENTS

The value of Jawun's partnerships with Australian businesses and parts of government far exceeds the benefits of any one project. Secondments are often a defining experience for individuals who gain resilience, confidence and respect as they tackle complex issues in an unfamiliar environment.

Because secondments take place against the broader backdrop of a strong, long-term partnership, individuals can tap into the network of experiences forged from earlier engagements. When the secondment has ended, they take back skills and a desire to keep contributing, in some cases, throughout the course of their career, both inside and outside of their organisation.



Miguel Carrasco (Partner and Managing Director, BCG Canberra), Anthony Roediger (Head of Public Sector Practice, BCG), Tom von Oertzen (Senior Partner and Managing Director, BCG) and Simon Moore (BCG), Garma Festival, North East Arnhem Land, August 2013. *Photo: Jawun staff*

1.3.1. WELL-TIMED, STRATEGIC SECONDEES CAN ‘MAKE REAL’ AMBITIOUS PROJECTS OF NATIONAL SIGNIFICANCE



Left: Steve Hind (BCG), Shane Phillips (CEO, Tribal Warrior Association), Sean Gordon (CEO, Darkinjung Local Aboriginal Land Council), Ross Love (Managing Partner, BCG Australia and New Zealand and Jawun Board Member). **Top:** Ross Love, Steve Hind and Shane Phillips. **Bottom:** Sean Gordon. *Photo: Daniel Linnet, Linnet Foto*

The Indigenous organisations that Jawun supports come with ambitious agendas and a range of smaller projects at varying degrees of maturity. Often, what they need most is the ability to prioritise initiatives, structure programs and push them forward to secure funding and begin implementation.

A vital contribution from secondees is offering partner organisations ‘thinking space’. Trish Clancy explains that small NGOs spend much of their time focused on their day-to-day programs. Diverting time and resources to big-picture strategic work is a significant risk, especially if they can’t be certain of success. Secondees allow Indigenous organisations to pursue the more ambitious elements of their agenda at much lower cost and risk. An outside strategic perspective is also useful in translating nascent programs into fully fledged reforms that can be funded and implemented.

Specifically, secondees add great value by helping to communicate leaders’ reform agendas in a style that resonates with potential backers. This doesn’t necessarily involve developing the ideas or narrative, but putting them forward in a compelling way that speaks to potential government or corporate backers. Tony Berg observes that this style of communication is part of the core skill set of a corporate or government secondee and it translates well into the Jawun context. As Tony says, it

is about “presenting things clearly in a very logical sense so that the conclusions become compelling”.

Chris Croker observes that “the consulting, stakeholder analysis, and support skills that are critical for any kind of change in the corporate world, apply equally if not more to working with stakeholders in Indigenous communities”.

Mike Winer, working in Cape York Institute, quickly saw that secondees were able to “take complex issues and break them down into a straightforward presentation that made sense to an elder or a corporate or government leader”. Harnessing the ability of secondees to package ideas “was a really big breakthrough for us”.

Secondees from BCG have only worked in North East Arnhem Land since 2012, but already Denise Bowden, General Manager of the Yothu Yindu Foundation, has seen their value. The secondees worked on plans for an adult education hub within the Garma Institute, and “helped to sharpen the vision, while giving Yothu Yindu Foundation strong and impressive ammunition for the campaign” to win government and corporate support. At the same time, their community consultation was “crucial to the groundswell of local support” that the proposal has received.

Some of the important projects that BCG has supported have shaped the national discussion about Indigenous reform. Finn Pratt, Secretary of FaHCSIA, describes Noel Pearson's work through the Cape York Institute as "incredibly influential in changing the debate".

The powerful articulation of the Cape York Welfare Reform Trial, Finn says, has helped drive the bi-partisan approach to the challenge of passive welfare.

Further than that, "a lot of the welfare innovations in the Cape York Trial have been instrumental in changing the broader paradigm for welfare policy and debate, not just in the Indigenous community". Similarly, Alan Tudge explains that the new welfare paradigm promoted in the Cape has informed other federal Indigenous and non-Indigenous welfare policy: "Some of the mechanisms that have been trialled in mainstream Australia have come directly from ideas trialled in the Cape. It has had a huge impact".

EXHIBIT 5: Establishing the Cape York Institute

The concept for the Cape York Institute grew from a series of conversations between Noel Pearson and Glyn Davis, then Vice Chancellor of Griffith University and former Director General of the Queensland Department of Premier and Cabinet. Both men saw the value of building an organisation in the Cape with the intellectual power and academic freedom and rigour to develop the thinking coming from Noel and other leaders in the Cape.

To make the Cape York Institute a reality, a series of BCG secondees supported different stages of its development. In 2002, BCG secondee Ben Rimmer moved to the Cape to spend a year supporting Cape York organisations, and as part of this helped build

the business case for the Institute. He worked with Noel, Glyn and other academic and government experts to develop the case and take it to the federal and state ministers for funding. Ben helped to make the Institute real by documenting the vision and presenting it in a way that built the consensus and support required to obtain funding.

Once funding was secured, Gaurav Gupta, another BCG secondee, came on board to manage the implementation. In time, Alan Tudge, having left BCG, became the Institute's first Deputy Director. Alan was, Ben says, "critical in getting it off the ground - the Deputy Director role supported Noel and essentially built the new organisation in the early days".



EXHIBIT 6: Making the case for the Australian Institute for Direct Instruction

The Cape York Aboriginal Australian Academy (CYAAA) is an educational institution established in 2010, with the help of a business case developed by Westpac and KPMG. It introduced the pedagogy of Direct Instruction into Coen and Aurukun, and later to Hope Vale and Djarragun College. Direct Instruction solidifies basic literacy and numeracy skills while encouraging creativity and critical thinking. It is effective for primary and secondary school students at all ability levels. It challenges and up-skills teachers by embedding best practice. In addition to ‘class’, schools within the Academy devote time to a ‘club’ and ‘culture’ element.

Based on the model’s success, Cape York leaders were eager to establish a platform to implement Direct Instruction nationally. Their view was that Direct Instruction could address Australia’s “long tail of educational underachievement”.

The idea formed the basis for the Australian Institute for Direct Instruction (AIDI) and Noel Pearson asked BCG for secondees to help make it happen:

We got to a stage where we were really pleased with how our Academy was going and we began to think about scale. So we asked BCG to help us to grow the model.

As with other ambitious programs, a number of BCG secondees have worked successively on AIDI, preparing a detailed business case and helping to establish alliances. On the back of this work, AIDI was established by Cape York Partnerships through a partnership with the National Institute for Direct Instruction in the United States.

After the launch, BCGers worked to secure seed funding, and identify and engage target schools. The reform is ongoing, but the concerted efforts of a series of BCG secondees have helped get AIDI off the ground, and build momentum to expand the Direct Instruction method.

Cape York Partnerships CEO Bernadine Denigan heads AIDI. She says that BCG secondees “arrive well briefed and ready to make an impact from day one. They’ve helped with strategy, stakeholder engagement and business planning, and have helped make our organisation more capable”.

1.3.2 SECONDMENTS HELP BUILD CAPABILITIES IN INDIGENOUS ORGANISATIONS

On a more operational level, secondees make valuable contributions to upskilling Indigenous organisations. These kinds of contributions are an important source of leverage. By permanently increasing the capabilities of Indigenous organisations, change becomes more sustainable.

Small organisations benefit from their staff interacting with people from different corporate or government backgrounds. This can be via explicit skills transfer, or more subtly by observing how other people work and operate. Secondees can also be the jumping-off point for useful discussions about working culture and norms.

Trish Clancy experienced both situations while on secondment with Wunan. Trish adapted and ran a training session for Wunan staff, based on the time management and prioritisation training that BCG consultants receive. The training looks at, among other things, how staff can manage their working hours by making sure they

communicate explicitly with their managers about when they are ‘online’ and when they are ‘offline’ and not checking emails or taking calls.

The session opened up an informal conversation within Wunan about managers’ expectations. As a result, one staff member who checked their email every night before bed found that their manager didn’t know they were doing it, and certainly didn’t expect it of them, which led to a change. BCG has also sent secondees from its business services team to help Indigenous organisations build capabilities. For example, in 2005 Yvonne White, a communications specialist from the Melbourne office, spent six weeks in Cairns. Yvonne worked with Balkanu and the Cape York Land Council, and ran a series of workshops and one-on-one seminars with staff. She covered the same topics that she does with BCG consultants: work planning, structuring an argument, writing clear prose and business cases, and writing clear slides.

1.3.3 SECONDEES GAIN EXPERIENCE AND SKILLS TO MAKE A LIFELONG CONTRIBUTION TO INDIGENOUS AFFAIRS

Jawun secondments attract people who want to contribute to Indigenous reform. They are not simply a way for people to 'discover' Indigenous Australia but rather an opportunity for talented future leaders to get tangible, on-the-ground experience relating to the challenges Indigenous communities face.

As a result of these experiences, secondees often become passionate advocates for Indigenous Australia and go on to make further valuable contributions, as Jawun board member Rupert Myer explains:

There are now over 1000 people who've served as secondees, who have first-hand experience with Indigenous leadership around Australia, and a literacy and competency in Indigenous issues. Many have now progressed in their careers and are now, or will be, in a position of influence in their companies and society, and this will influence how Australia speaks about Indigenous policy in the future. That is a real and lasting legacy of the Jawun model.

Many secondees have maintained the connection they made during their secondments. Ant Strong was a Principal at BCG in 2006 when he served as the CEO of Jawun (then Indigenous Enterprise Partnerships) for nine months. Ant subsequently returned to BCG, before moving on to become General Manager, Group Strategy, at ANZ Bank. Throughout, he has stayed in contact with Paul Briggs OAM, Chairman Kaiela Institute.

The pair make an effort to catch up in Melbourne from time to time, to discuss progress in the Goulburn-Murray region.

Bevan McKenzie, who worked on the Families Responsibilities Commission concept in 2005, was inspired by his time in the Cape to get more involved in his home town in New Zealand. He became active in initiatives outside work, and joined the board of his local historical society. For Bevan, making a difference in Cape York "reinforced the sense of being involved in community".

Many alumni have gone even further, leveraging high-level positions in major organisations to continue to advance Indigenous reform. BCG alumni Kate Chaney was inspired by her secondment in Cape York to help establish the Reconciliation Action Plan at Wesfarmers, Australia's largest employer. She then helped to facilitate Wesfarmers participation in the Jawun secondment program.

Ben Rimmer is a former BCGer who spent a year in the Cape in 2002. After leaving BCG he worked at the Department of Prime Minister and Cabinet, and is now Associate Secretary at the Department of Human Services. Ben says he has been able to draw on his experience as a secondee during his career in the Australian Public Service, by giving input into how the APS has set up its partnership with Jawun, and how government engages with Indigenous people through central departments and major agencies.



Rose Manzini (General Manager Remote Regions, Jawun) giving a 'burnie bean' to Ben Rimmer (Associate Secretary, Department of Human Services), Cape York, November 2011. Photo: Jawun staff



Ian Trust (Chairman and Executive Director, Wunan), The Honourable Alan Tudge MP (Parliamentary Secretary to the Prime Minister for Indigenous Affairs) and Ross Love (Managing Partner, BCG Australia and New Zealand and Jawun Board Member), Kununurra, East Kimberley, July 2012.
Photo: Mark Jay

EXHIBIT 7: Alan Tudge, first BCG secondee, now Federal MP

Alan Tudge MP was the first Jawun secondee over a decade ago. While on leave from BCG to complete an MBA at Harvard, he and Belinda Brown travelled on their summer vacation to work in the Cape. That initial secondment was the beginning of a long-running, deep and fruitful contribution to Indigenous reform across the country.

After his summer project, Alan returned to the Cape with BCG's support to continue working on enterprise projects for a number of months. In that time, he was involved with securing funding and rollout of the Cape York Digital Network, working with an Indigenous leader called Daniel Granger to turn his technological solution into reality.

Alan resumed his career at BCG, but after the Cape York Institute (CYI) was established (see Exhibit 5), he left BCG to be its Deputy Director, a position he held for several years. The Institute worked on a number of projects during that time, including fine-tuning the 'grog' strategy for the Cape, and completing a feasibility study on the development of the Weipa Single Persons Unit.

After leaving CYI, Alan got involved in institutional development in Shepparton, working with Paul Briggs OAM. As this report discussed in 2012, Paul had recognised that two existing community organisations, the Koori Resource and Information Centre (KRIC) and Kaiela Planning Council (KPC),

needed to be restructured to more effectively articulate, deliver and track the progress of community priorities. Alan reviewed KRIC and recommended it merge with KPC to create the Kaiela Institute.

At the same time, Alan worked on the strategic development of Jawun's National Navigator employment tool (covered in the 2012 report).

The strategy behind the National Navigator was based on the insight that Alan and others had, that the challenge in Indigenous employment was providing a simple solution. Corporates wanted to employ more Indigenous people, but needed help to do it because there were so many different programs. The Navigator was designed to provide companies with easy-to-access insights and step-by-step assistance to help them reach their Indigenous employment targets.

As an MP, Alan has continued to be an effective advocate for Indigenous Australia. He has regularly contributed to the public debate through newspaper articles and policy proposals aimed at both Indigenous and non-Indigenous Australia. He frequently cites his experience in Cape York and Noel Pearson's work as an ongoing influence. In 2013, Alan Tudge was appointed Parliamentary Secretary to the Prime Minister, specifically charged with helping to deliver the Federal Government's Indigenous affairs agenda.

EXHIBIT 8: Inspired by her Jawun secondment, Kate Chaney drove reconciliation efforts at Wesfarmers

I came back from the Cape and found myself thinking “I’m so glad to be back in the corporate world, where the problems are easy and where I understand how it works and I know what I’m doing”. I’d had some glimpse of the intractability of the problems and I found it quite overwhelming. Down the track, after I’d left BCG and was working in another commercial role, I had a bit of an epiphany. I thought about what I had found most rewarding so far, and realised it was the project I’d done up in Cape York. As a result, I recognised that I had unfinished business and I wanted to go back to those intractable issues and assist somehow.

I began to think in broad terms about how I could get involved in Indigenous affairs using my skill set in the way that made most sense. At that time Wesfarmers CEO Richard Goyder was interested in developing an Indigenous employment program for the Wesfarmers group across Australia. So I leapt at the opportunity to work with Australia’s largest private sector employer, backed by a keen CEO and with a carte blanche.

For the next couple of years I was Manager of Aboriginal Affairs for the Wesfarmers Group. While I was in that role, we developed a Reconciliation Action Plan for all of Wesfarmers and I worked with each division on their Indigenous strategies, of which employment was really a key part.

As part of that process, we developed a formal partnership between Wesfarmers and Jawun and introduced the secondment program across Wesfarmers’ businesses. Since becoming a Jawun partner, Wesfarmers has contributed 60 secondees, equating to four years full-time work, as well as getting behind Jawun’s employment pilot in Shepparton. Most of the board and many senior managers have also been on Jawun’s CEO visits, which has informed the way Wesfarmers understands its role in relation to Indigenous disadvantage.

Through the secondments, employees gained some exposure to this issue then took that back to their regular jobs to find ways to assist, day to day. It helped inform our strategy and built a network of champions at all different levels in our businesses across the country. **Kate Chaney**

1.3.4 CORPORATES CAN SHARE THEIR ‘NETWORKS OF OPPORTUNITY’ WITH INDIGENOUS AUSTRALIA

Writing in *The Australian*, Noel Pearson has said, “the networks of opportunity that advantaged people use every day and that they take for granted are not available to disadvantaged people”¹.

The story of the growth and evolution of Jawun shows how corporate Australia can find effective ways to make their networks available to advance Indigenous reform. At the heart of Jawun’s story is the story of its partners bringing to bear the force of their networks. Networks have been useful not so much to introduce new people to the idea of Indigenous disadvantage and reform, but to help connect people who want to make a contribution to organisations like Jawun and who can channel their assistance into useful projects.

BCG has been active in helping to introduce new corporate and government partners to Jawun and their Indigenous partners. Senior BCGers make themselves available to speak with organisations that are thinking of signing up, and many former BCGers have acted as informal advocates. For example, Colin Carter helped to get Macquarie Bank on board to help establish the Higher Expectations program (now known as the Cape York Leaders program), which has developed Indigenous leaders of all ages, including helping to send over 100 young Indigenous people to elite boarding schools.

¹ Noel Pearson, ‘Networks of opportunity involving the private sector are vital for Indigenous development’, *The Australian*, 11 May 2013.

There have also been opportunities for Jawun to bring corporate and Indigenous leaders together directly, to help one another. On an Executive Visit, Sean Gordon, the CEO of the Darkinjung Land Council, met Bob Avery, the Chairperson of Wesfarmers. Darkinjung Land Council was at the time engaged in a negotiation with Boral, and Bob was also the Chairperson of that company. The two were able to advance the negotiation because of the connection they made on the Executive Visit.

Karyn Baylis observes that “there is a huge amount of value in our corporate and government partners using their informal networks to open doors and make things happen for Indigenous organisations. These are networks that an Indigenous organisation could never hold on its own, and being ‘vouched for’ by a high-calibre corporate partner is enormously valuable to them”.

1.3.5 CORPORATES CAN OFFER JAWUN SIGNIFICANT LEVERAGE AS A LEAN BACKBONE ORGANISATION

Given Jawun works as a broker, to amplify the works of its partners, it is intentionally run as a small, ‘skeleton’ organisation. Its lean model means targeted injections of extra capacity are especially welcome.

Over the last 14 years, BCG has been able to assist the Jawun organisation in three ways: reviewing its strategy, building capabilities via secondments into Jawun, and contributing an external perspective by serving on the Board.

In 2004, Ant Roediger from BCG led a team that included another BCG Associate, two Jawun staff, and two Melbourne Business School MBA candidates, one of whom was Chris Croker. The team undertook a strategic review of Jawun. The review, which interviewed leaders and analysed projects across the country, provided Jawun with an articulation of its strengths and blueprint for its future expansion. (See Exhibit 9.)

BCG has also provided secondees directly to Jawun. In 2006, Ant Strong, then a Principal at BCG, joined Jawun for nine months as their interim CEO. During this time, Jawun began partnership discussions with KPMG, Allen Consulting, Boral and Coles, and expanded into the Goulburn Murray region. Other secondees have helped Jawun to communicate with its partners.

Throughout Jawun’s history, a BCG partner has served on its Board. Colin Carter was a member of the Board from its inception until 2010 when Ross Love, Managing Partner of BCG Australia and New Zealand, took over the role.

These various contributions make a big difference to an organisation like Jawun. By using external secondees for select projects, Jawun is able to maintain a lean profile and support ambitious outcomes with the same number of staff.

EXHIBIT 9: 2004 Jawun Strategic Review

By 2004, Jawun had been engaged in Cape York for three years on a range of projects. These projects represented a significant investment by corporate partners, individuals and Indigenous organisations in supporting the work.

The Jawun Board, who commissioned the review, felt it was time to assess what those efforts had achieved, and to look to the future of Jawun. The Commonwealth Government joined Jawun as a co-sponsor.

A six-person team undertook the review, led by Ant Roediger from BCG. Ant was joined by an Associate from BCG, Jawun board member Tammy Williams, another Jawun staff member, and two Melbourne Business School MBA candidates, one of whom was Chris Croker.

Over a four-month period, the team conducted an enormous amount of research. In Cape York, they interviewed around 30 people and carried out a detailed assessment of 80 projects involving Jawun partners or resources. Additional research was conducted to provide case studies and benchmarks from around the country that could be compared to the experience in the Cape. These included interviews with 20 Indigenous leaders and 50 people in the government, corporate and philanthropic sectors,

visits to Shepparton, Kimberley, Shoalhaven and a number of urban Indigenous areas, and studies on 25 projects across the country.

The review had four key deliverables:

- a baseline of economic development issues facing Cape York
- an analysis of the impact and performance of Jawun assistance and the effectiveness of the Jawun model
- detailed examination of the success factors and lessons learned from the Jawun model
- a recommended approach to scale up Jawun or similar organisations with the same model.

By providing a clear articulation of the success factors in the Jawun model, and a plan to scale up to new regions, the review laid the foundation for Jawun's later expansion. Tony Berg says, "BCG helped us identify criteria for those regions that would particularly benefit from our secondment program".

That expansion began in earnest in 2009 under the leadership of the current CEO, Karyn Baylis. Karyn says that the review "heavily reinforced the direction I felt Jawun needed to move in for its next phase of growth. This work validated our thinking in Jawun at the time, and added some good governance to it".

1.4 CONCLUDING REMARKS

The relationship between Jawun and its long-term partner, BCG, illustrates some of the ways in which corporate and Indigenous Australia can work effectively, and the range of benefits that accrue to both parties.

Starting in 2000, the relationship has grown in depth and trust over more than a decade. For many of the individuals involved, both within communities, and within the organisations themselves, working collaboratively to

bring about real change in Indigenous reform has been a defining and hugely rewarding experience.

Jawun CEO, Karyn Baylis, says, "The breadth and depth of BCG's involvement across remote and regional locations has helped Jawun to continue to develop its role in aligning thinking, common strategic goals, and implementation".



PART 2

A NEW MOMENTUM
FOR COLLABORATION
ACROSS INDIGENOUS
COMMUNITIES



As the first part of this report illustrates, connecting Indigenous Australia with the corporate sector can lead to valuable, long-term partnerships which in turn empower Indigenous communities. This second section of the report discusses the many benefits that emerge when Indigenous communities connect with each other, the growing appetite among the Indigenous leaders for this type of collaboration and Jawun's role in helping to make it happen.

2.1 THERE IS A GROWING NUMBER OF REGIONS IN THE JAWUN NETWORK WITH A NATURAL IDEOLOGICAL COHERENCE

Jawun began in Cape York and has had a deep and long-standing partnership with Noel Pearson and his Cape York organisations for 13 years. Jawun's philosophical underpinnings emerged from Noel Pearson's 2000 book *Our Right to Take Responsibility*. These beliefs centre on a move away from welfare 'hand-outs' to Indigenous-led reform programs, self-reliance, entrepreneurial activity and the active engagement of Indigenous people in charting their own destinies.

From Cape York, Jawun expanded its network deliberately and selectively. Jawun looks for communities that have strong Indigenous leadership, an appetite for change and an openness to new pathways and ideas. As a result, the regions that have 'opted in' to partner with Jawun share a natural ideological kinship.

In 2006, Jawun partnered with Paul Briggs and a cluster of local organisations in Shepparton. From 2010, it extended its footprint and is now in eight regions across urban, regional and remote parts of Australia. In addition to Cape York and Shepparton, Jawun now has partnerships with Ian Trust and the Wunan Foundation in the East Kimberley and a coalition of powerful Indigenous-led organisations in Redfern and LaPerouse.

It has also partnered with Sean Gordon and the local Indigenous organisations of the NSW Central Coast, Galarrwuy Yunupingu's organisations in North East Arnhem Land and Wayne Bergmann's organisations in the West Kimberley. In 2014, Jawun will be partnering with the Ngaanyatjarra, Pitjantjatjara and Yankunytjatjara (NPY) Women's Council in the NPY lands of Central Australia.

Each region is distinct both in terms of the local challenges they face and the way they address them. Jawun's priority is to work with the leaders and organisations in the individual communities to enable their specific development initiatives. In the course of partnering with a number of regions, Jawun has observed common needs.

"Jawun has been in a unique position to see a really big opportunity for sharing across these regions."

KARYN BAYLIS, Jawun CEO

Jawun provides a range of support to help regional leaders come together. Mechanisms include regular cross-regional visits, the Jawun Emerging Leaders program, and an annual Indigenous leaders conference. More subtle and informal sharing is facilitated behind the scenes via Jawun's network of Regional Directors, as well as its secondment partners, particularly those who have allocated secondees in more than one region and subsequently built cross-regional knowledge.

EXHIBIT 10: Cross-regional visits with Jawun

So far, Jawun has conducted 20 visits across many of the regions in its network, involving over 200 leaders from Australia's corporate, government and philanthropic sectors. These visits were originally conceived to bolster the commitment of senior executives to continue to provide valuable secondment resources. It also brought Indigenous communities into contact with the 'big end of town'. More recently, Jawun has been inviting senior Indigenous leaders to join these visits. Eight leaders have participated so far and it has proven to be a unique chance for them to connect with the reform activities of other communities.

In April 2013, Jawun also took Patron, Noel Pearson, on a tour across North East Arnhem Land, The Kimberley, Shepparton and Redfern. Noel spent time with the local leaders of each region. Discussions centred around the progress being made in each region, the challenges faced, and plans for the future. "From my talks with leaders across Jawun sites," Noel says, "there seemed to be an agreement that we should get together and discuss how we might combine our thinking – our leverage – to find solutions to common challenges".

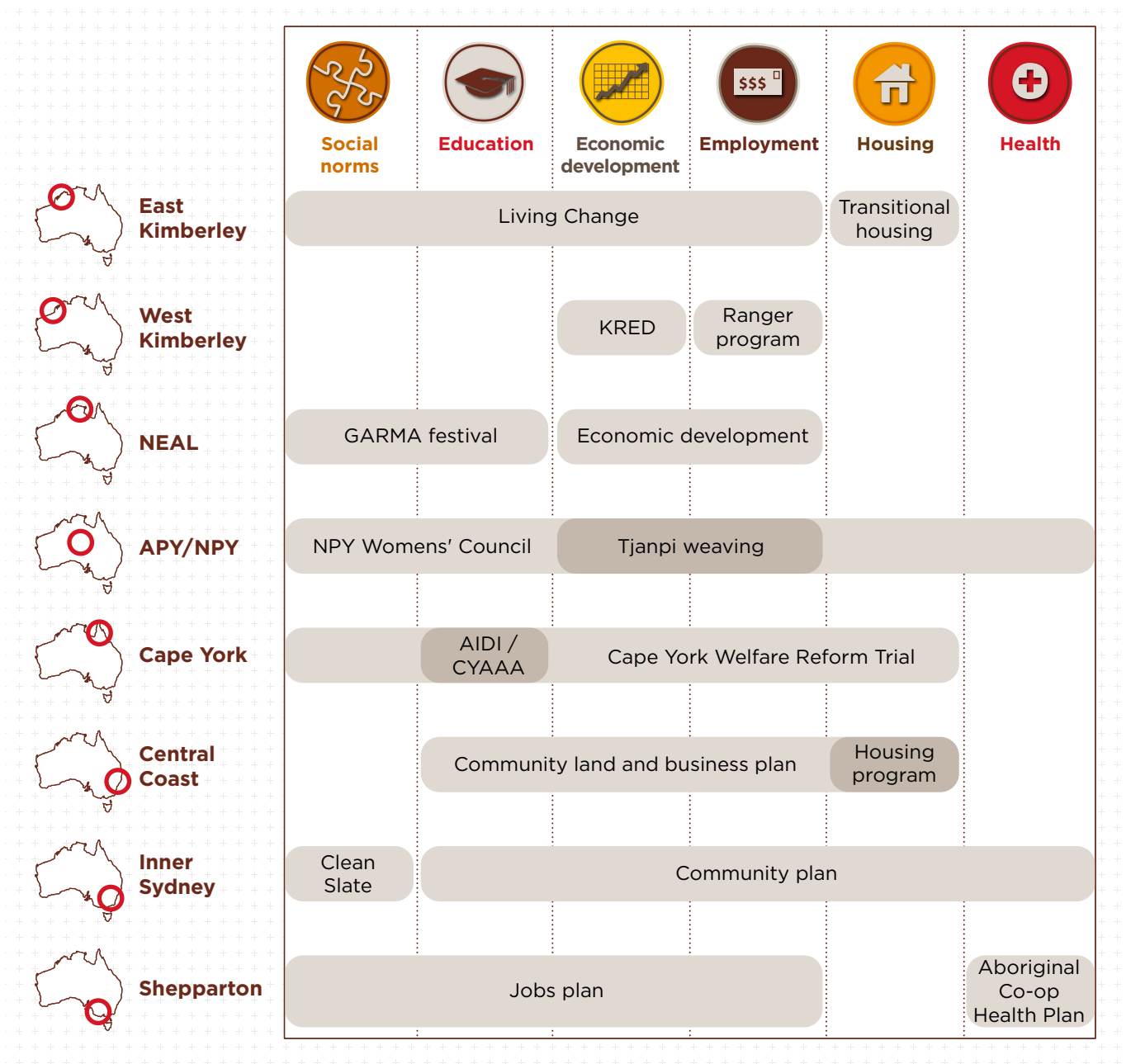


Shane Phillips (CEO, Tribal Warrior Association) and Ian Trust (Chairman and Executive Director, Wunan), East Kimberley, November 2012.
 Photo: Louise Law, Create Evoke Photography

2.2 AN IMPRESSIVE 'MARKETPLACE' OF LOCAL LEARNING AND BEST PRACTICE ALREADY EXISTS

Each region is trialling a different mix of strategies to tackle many common challenges. Figure 4 below maps out the impressive set of Indigenous-led initiatives happening across the Jawun network.

FIGURE 4: Marketplace of best practice from the eight 'Jawun' regions



In some instances, the focus of effort is the same but the execution differs. For example, home ownership is a focus in both the East Kimberley and on the Central Coast. In the East Kimberley, Ian Trust and Wunan have developed a program designed to transition families from social housing to home ownership. To qualify, participants must comply with certain responsibility-based requirements such as being employed and sending their children to school. In return, they are provided with affordable housing and a strong suite of 'wrap-around' support services, such as financial planning and conflict resolution.

On the Central Coast, Sean Gordon and the Darkinjung Land Council are providing rental housing to families, packaged with employment opportunities, so that after a few years, families have the rental and employment history necessary to buy their own home through the mainstream housing finance market. This aims to create sustainable home ownership pathways for families.

Having the opportunity to explore different ways of tackling a similar issue can help enhance existing approaches or bring to light new ideas.

"Sometimes there are answers out there or things that are being tried that we haven't thought of or we're not doing."

FIONA JOSE, CEO of Cape York Institute



Doreen Hart (Community Development Officer, Living Change, Wunan) talking to Fiona Jose (CEO, Cape York Institute) and Audrey Deemal (Opportunity Hub Manager, Cape York Partnerships), Buraluba Yura Ngurra Workers Hostel near Halls Creek, East Kimberley, June 2013.
Photo: Louise Law, Create Evoke Photography

EXHIBIT 11: 2013 Indigenous leaders' conference

Following on from his regional tour with Jawun in April 2013, Noel Pearson extended an invitation to his regional colleagues to gather together for an Indigenous leaders' conference. In the invitation, Noel described the purpose of the conference:

This conference will provide an opportunity to learn from each other, and to share our progress, our frustrations and challenges. In my recent visits to Jawun regions, I was overwhelmed by the number of positive stories from each region. I am confident we can learn a lot from each other.

Leading up to the conference, BCG allocated a group of consultants who travelled across the country gathering information and expectations from each region to ensure that a fruitful and outcomes-focused discussion took place.

Ultimately, 25 leaders from eight regions attended the conference in June of this year. Leaders included Ian Trust, Wayne Bergmann, Andrea Mason, Paul Briggs, Mick Mundine, Shane Phillips and Mark Spinks.

Attendance of Balupalu Yunupingu was respectfully noted given the sad passing of Dr Yunupingu on 2 June, the day prior to the conference commencing. Thanks were also given to Bronwyn Chambers, Jenny Hayes and Sean Gordon for hosting the conference on the Central Coast.

The group discussed opportunities to collaborate on two levels:

1. Interface with other regions – opportunities to collaborate and share learnings and best practice
2. Interface with government – structural solution to redefine the relationship between Indigenous communities and government.

A number of working groups were set up to progress high-priority items including ways to continue to achieve the effective cross-regional interface that existed at the conference. Also, the leaders committed to working together to develop a proposal to government involving a new structural interface that empowers Indigenous communities to deal with their issues as equals with government.



Top left: Brad Cooke (Inner Sydney Regional Director, Jawun), Fiona Jose (CEO, Cape York Institute), Mick Mundine (CEO, Aboriginal Housing Company), Frank Parriman (ex-CEO, Aarnja, now Deputy CEO, Kimberley Land Council), Ian Trust (Chairman and Executive Director, Wunan) and Jenny Hayes (Deputy Chairperson, Darkinjung Local Aboriginal Land Council). **Top right:** Mick Mundine talking to Shane Phillips (CEO, Tribal Warrior Association) and Jenny Hayes. **Bottom left:** Duncan Murray (Group CEO, Cape York Group), Bronwyn Chambers (Chairperson, Darkinjung Local Aboriginal Land Council) and Richie Ah Mat (Chairman, Cape York Land Council). **Bottom right:** Sean Gordon with delegates. National Indigenous leaders' conference, Central Coast, June 2013. *Photo: Jawun staff*

FIGURE 5: 25 leaders representing eight regions came together on the Central Coast, NSW

North East Arnhem Land



- Balupalu Yunupingu**
Board Member
Gumatj Corporation Ltd
- Djawa Yunupingu**
General Manager
Marngarr Resource Centre
Aboriginal Corp
- Gabirri Collins-Yunupingu**
Board Member
Yothu Yindi Foundation
- Denise Bowden**
General Manager
Yothu Yindi Foundation
- Sean Bowden**
Senior Advisor
Gumatj Corporation Ltd
- Klaus Helms**
CEO
Gumatj Corporation Ltd

East Kimberley



- Ian Trust**
Chairman and Executive Director
Wunan
- Nick Thomas**
CEO
Wunan
- Jim Lewis**
Board Member
Wunan

Cape York



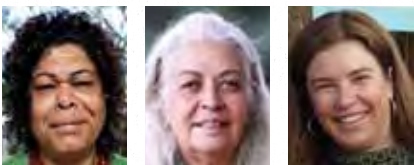
- Noel Pearson**
Chairman
Cape York Group
- Fiona Jose**
CEO
Cape York Institute
- Richie Ah Mat**
Chairman
Cape York Land Council
- Duncan Murray**
CEO
Cape York Group

Central Coast NSW



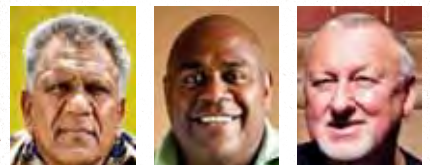
- Sean Gordon**
CEO
Darkinjung Local Aboriginal Land Council
- Jenny Hayes**
Deputy Chairperson
Darkinjung Local Aboriginal Land Council
- Bronwyn Chambers**
Chairperson
Darkinjung Local Aboriginal Land Council

NPY Lands¹



- Andrea Mason**
Co-ordinator
NPY Women's Council
- Marcia Langton**
Patron
NPY Women's Council
- Liza Balmer**
Deputy Co-ordinator
NPY Women's Council

Inner Sydney



- Mick Mundine**
CEO
Aboriginal Housing Company
- Shane Phillips**
CEO
Tribal Warrior Association
- Mark Spinks**
Chairman
Aboriginal Housing Company

West Kimberley

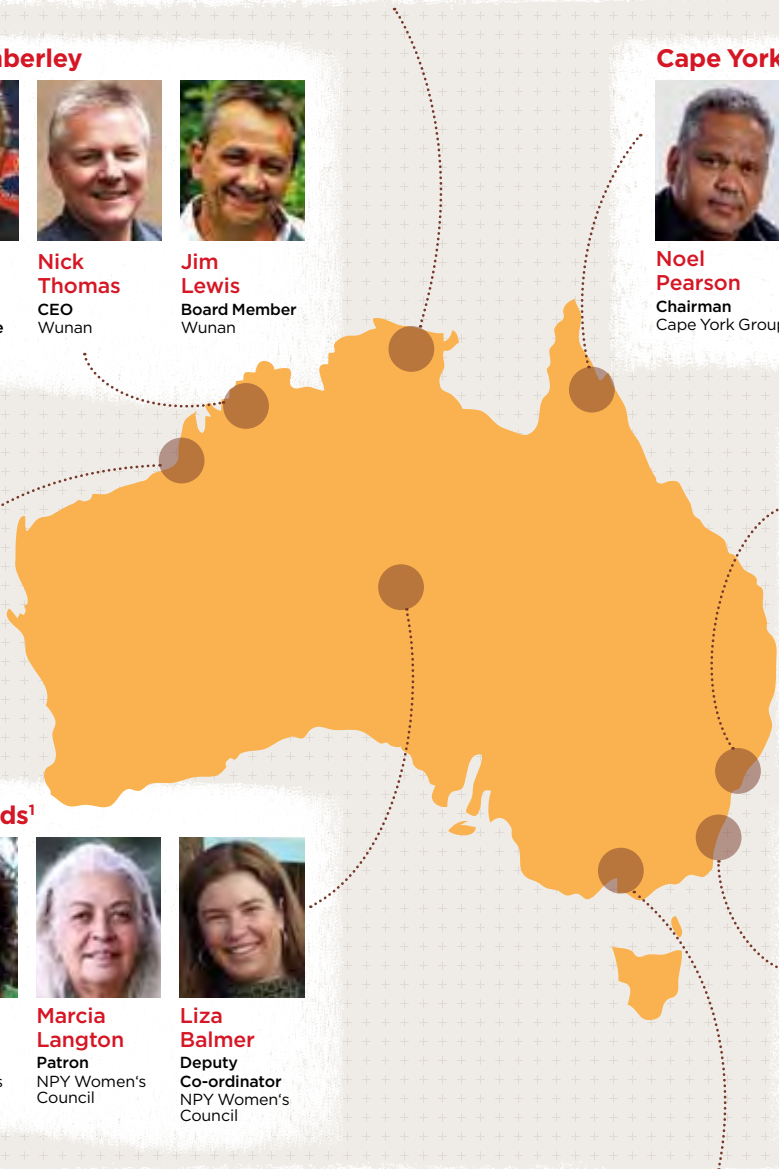


- Wayne Bergmann**
CEO
KRED Enterprises
- Frank Parriman**
Deputy CEO
Kimberley Land Council
- Nolan Hunter**
CEO
Kimberley Land Council
- Anthony Watson**
Chairman
KRED Enterprises
- Robert Watson**
Chairperson
Balginjirr Community

Goulburn Murray



- Paul Briggs**
Chairman
Kaiela Institute
- Felicia Dean**
CEO
Rumbalara Aboriginal Co-op
- Neville Atkinson**
Chairperson
Yorta Yorta Aboriginal Corporation



2.3 BACKING 'ANCHORED LEADERSHIP' AND FOSTERING CROSS-REGIONAL CONNECTIONS

Jawun is committed to Indigenous-led reform because we believe Indigenous people should be empowered to determine their own future. The local leaders and organisations that Jawun partners with are personally invested in working towards a better life for their communities and understand the complex ties that bind the community together. Speaking at the 2013 Garma Festival Key Forum recently, Noel Pearson described this type of leadership as "anchored leadership". He described these leaders as strongly anchored to their own people, in their own places. Unless they can own and lead reform, and in so doing, have a say in the decisions that affect their lives, lasting change will not be achieved.

Supporting these leaders is critical and Jawun does this in two ways. First, Jawun locates skilled resources to provide capacity and capabilities to Indigenous leaders. Secondly, it fosters connections with key decision-makers in the corporate and government sectors. More recently, it has been facilitating connections between Indigenous leaders themselves. Leading fundamental change is a tiring and sometimes lonely endeavour, so drawing on the inspiration and support from other like-minded leaders can be a great source of strength.

During a Jawun visit to Redfern, Noel Pearson had the opportunity to catch up with a number of local leaders, including Mick Mundine, Shane Phillips, Jason Glanville, Mark Spinks and Millie Ingram. Moved by the visit, he subsequently wrote an article in *The Australian* titled 'Heroes of Redfern walk the walk', applauding Mick Mundine's efforts in tackling the drug culture in Redfern and his visionary redevelopment proposal for *The Block*. "I watched the news reports seven and eight years ago and wondered if Mick and his colleagues heard my cheers echoing from Cape York," he said. He also reflected on the true nature of local, community-based leadership.

"This was the real leadership: at the coalface, on the ground, among the people, on the street corners. Anybody can talk, but can you walk the talk? This question humbles me when I meet community leaders with the courage and fortitude of Mundine."

Noel also talks about his respect for Paul Briggs, saying, "Paul Briggs profoundly affected me down at Shepparton; he has been at this game longer than I have. I was inspired by Paul's work and it influenced my thinking during the development of the Cape York Welfare Reform program".

The respect is mutual with Paul Briggs remarking, "We have always been quite conscious of Noel Pearson's leadership and his capacity to get support around that leadership".

"I'm just always inspired by the work that people are doing in other communities and the different layers and levels of achievements that are occurring."

PAUL BRIGGS OAM, Chairman Kaiela Institute, Shepparton

Ian Trust talks about how Noel's thinking influenced many facets of his own reform program. "I admired the stuff Noel was doing in Cape York, and we went up there about eight years ago to first visit Noel and have a look at his strategy ... Our whole model is modelled around the FRC [Families Responsibilities Commission] model."



Top left: Mick Mundine (CEO Aboriginal Housing Company) talking to Noel Pearson (Chairman, Cape York Group and Jawun Patron) and Mark Spinks (Chairman, Aboriginal Housing Company), Aboriginal Housing Company. Redfern, 2013. **Top right:** Noel Pearson, Millie Ingram (CEO, Wyanga Aged Care), Mark Spinks and Mick Mundine. The Block, Redfern, 2013. **Bottom left:** Rohan Tobler (Emerging Leader and General Manager, EORA Fitness and EORA Campus & Conferencing, NCIE) talking to Noel Pearson and Duncan Murray (Group CEO, Cape York Group). Redfern, 2013. **Bottom right:** Millie Ingram talking to Noel Pearson, Mudgin-gal, Redfern, 2013. *Photo: Jawun staff*

2.4 THE NEXT GENERATION OF INDIGENOUS LEADERS ALSO WANTS TO CONNECT AND INFLUENCE CHANGE IN THEIR COMMUNITIES

Jawun's commitment to supporting local leadership extends to the next generation of Indigenous leaders. Jawun's Emerging Leaders programs seek to build the capacity of individual leaders, while knitting together a program that gives these leaders the opportunity to engage and connect across regions and bring new ideas and influences back to their home communities.

Mary O'Reeri, an Indigenous Engagement Officer from Beagle Bay and 2013 Emerging Leader, captures the essence of the program:

I look at my community, and across the whole Dampier Peninsula region, and I think to myself of the scenario of being a dot – a little dot on this big world – we don't know what's out there. I want to know what is out there to help me inform our community: the way we can work and develop our economic development, tourism, land management – what other practices are out there. My community has encouraged me to be a strong advocate to get out and better our community and bring back the stories and information and better practices.



2013 Emerging Leaders Tour with (from left): Back row: Klaus Helms, Rohan Tobler, Paul McBride, Ed Sparling, Chris Ingrey. Middle row: Janice Adams, Neil Morris, Margaret Blackman, Mary O'Reeri, Margaret Nassar, Danielle Dowell, Harold Ludwick. Front row: Anthony Marra, Eula Rohan, James Fa'Aoso. Photo: Jawun staff

FIGURE 6: From 2010 to 2013, 19 Emerging Leaders from five regions have connected



EXHIBIT 12: 2013 Emerging Leaders Tour

In 2011, Jawun, with sponsorship from Wesfarmers, took 11 emerging Indigenous leaders on a structured tour of four regions in the Jawun network, where they shared insights and lessons and engaged with organisations and programs demonstrating best practice in their field.

In 2013, Jawun restructured its program to include a more competitive selection process, and focused content and structure to anchor the Emerging Leaders to the support and engagement of their home community. The focus of the 2013 program was economic and enterprise development with each successful candidate required to demonstrate an interest in economic development and a capacity to positively influence the activities of their own community. Ultimately, nine leaders were selected to participate in the 2013 program.

With sponsorship from the Australian Government, the Commonwealth Bank, Leighton Contractors and The Berg Family Foundation, the program kicked off in Cape York. Noel Pearson spent several hours with the participants sharing his own personal leadership journey.

For the participants, other highlights of the tour included:

- visiting tourism enterprises in Cairns from the small owner/operator businesses to the Indigenous Mossman Gorge Gateway and the Tjapukai Cultural Park
- exploring Gumatj employment initiatives in North East Arnhem Land
- exposure to the challenges and opportunities for urban business and economic development in LaPerouse and Sydney
- the unique opportunity to be in Yirrkala with the Yolgnu people on the fiftieth anniversary of the bark petition, which caused many in the group to reflect on their own role as leaders and what their future legacy would be.

In November, the tour will culminate with a workshop designed to encourage the leaders to reflect and consider the future role they will play as emerging Indigenous leaders and the influence and positive action they will bring back to their own communities.

2.5 INDIGENOUS LEADERS RECOGNISE THE POWER OF A UNITED VOICE



Ross Love (Managing Partner, BCG Australia and New Zealand and Jawun Board Member), Miguel Carrasco (Partner and Managing Director, BCG Canberra), Sean Gordon (CEO, Darkinjung Local Aboriginal Land Council), Noel Pearson (Chairman, Cape York Group and Jawun Patron) and Shane Phillips (CEO, Tribal Warrior Association). *Photo: Daniel Linnet, Linnet Foto*

“Our situations are all different, but our challenges and opportunities have many things in common.”

NOEL PEARSON, Jawun Patron and Chairman, Cape York Group

Most Indigenous leaders would like to see their people living with good health, life expectancy, jobs and houses and with optimism for the future. Reinstating “positive social norms and values” is how Ian Trust puts it. They would like to see a more effective structural interface with government, efficient use of funding – linked to best practice – and the principles of rights and responsibilities. They would like to develop a more united and collaborative approach across Indigenous regions in order to operate more effectively in a national context. Finally, there is a real desire to see Indigenous leaders succeeding at a national level and for the next generation of leaders to be identified and developed.

Despite different approaches and levels of progress, all regions that have opted into the Jawun network are committed to redressing disadvantage in their communities with Indigenous-led reform centred on responsibility, initiative and empowerment. The leaders in each region agree that social norms must be re-established to combat social dysfunction.

These social norms include:

- Children attend school every day, are on time, and are school ready.
- Children and those who are vulnerable are cared for and safe.
- Capable adults participate in training or work.
- People abide by the conditions related to their tenancy in public housing – they maintain their homes and pay their rent.
- People do not commit domestic violence, alcohol and drug offences, or petty crimes.

Most leaders see the potential for a united course of action that will empower, not consume, locally driven reform efforts.

“We’ve talked about a plan of action that is not about bringing everyone together under one umbrella and working the same way but bringing together a diversity of ways of working toward having great effect in our regions.”

ANDREA MASON, Co-ordinator NPY Women’s Council, NPY Lands



Andrea Mason (Co-ordinator, NPY Women’s Council) and Ian Trust (Chairman and Executive Director, Wunan), East Kimberley, June 2013.
Photo: Louise Law, Create Evoke Photography

Many Indigenous leaders have felt that there has been an absence of effective cross-regional Indigenous representation over the past decade. According to Paul Briggs, “There has been a void of national leadership or national support for regional communities”.

There is potential, Paul says, to leverage success stories coming out of each region to strategically influence the “big change agents”. Fundamentally, most of the leaders agree that more can be achieved with collaboration.

“Individual organisations aren’t going to make the necessary impact; it is going to take a united approach. It is going to take all of those communities coming together strategically. Coming together and supporting a shared vision of what we want to achieve.”

SEAN GORDON, CEO Darkinjung Land Council, Central Coast

EXHIBIT 13: Empowered Communities announced at 2013 Garma Festival

At this year's Garma Festival, Indigenous leaders from across Jawun's eight regions announced their commitment to a series of joint principles for Indigenous reform. Under the banner of Empowered Communities, the signatories to this commitment are seeking ways to leverage best practice, and share with each other what works and what does not work, in order to get to the next stage of Indigenous reform.

Below is an extract of the compact signed up to by the leaders at the Garma Festival:

We have committed to, and begun, working together to share our experiences and knowledge, and to develop a solution to the problems we face. We have come together today to formally announce and sign up to a set of principles that will shape that solution. Those principles are:

1. **Indigenous-led responsibility** is at the heart of our principles on Indigenous reform. It is non-negotiable and assumed in all the principles listed below. Community and government programs must support Indigenous responsibility.
2. Participation in our reform movement is on an **opt-in** basis for those eager to shape their own destinies.
3. All program design must be **site-specific** to allow for our different laws, cultures, governance, and ways of making things happen.

4. **Innovation** in program design is critical and will always be encouraged. While mistakes are acceptable, we will **apply what we learn** each time to **continually improve**.
5. **Funding** for programs must be **based on outcomes**, with **communities given the flexibility** to innovate and do things better, and incentives used to change behaviours.
6. Program **outcomes must always be measured** in the same ways every time so we can improve how they are designed and put in place to make them more efficient and effective
7. We will actively seek to learn from each other and from others in the business and not-for-profit sectors. **We will share good practices and make sure results are delivered.**

At Garma, the Federal Government pledged \$5 million to fund a detailed joint design of a new structural interface between Indigenous communities and government. Minister for Indigenous Affairs, Jenny Macklin, applauded the eight signatories to the agreement. "It is wonderful for Aboriginal and Torres Strait Islanders to see these strong leaders from across the country stand up and say 'the only way we know it will get better is if we take control ourselves, stand up alongside government'. On behalf of the government, I say that we're with you, to make sure that Indigenous men and women can pursue their dreams, economic and cultural."



Front row (from left): Paul Briggs (Chairman, Kaiela Institute), Bronwyn Chambers (Chairperson, Darkinjung Local Aboriginal Land Council), Karyn Baylis (CEO, Jawun), Fiona Jose (CEO, Cape York Institute), The Honourable Jenny Macklin MP, Richie Ah Mat (Chairman, Cape York Land Council), Jenny Hayes (Deputy Chairperson, Darkinjung Local Aboriginal Land Council), Marcia Langton (Patron, NPY Women's Council)
Back row (from left): Gabirri Collins-Yunupingu (Board Member, Yothu Yindi Foundation), Anthony Watson (Chairman, KRED Enterprises), Balupalu Yunupingu (Board Member, Gumatj Corporation), Nolan Hunter (CEO, Kimberley Land Council), Sean Gordon (CEO, Darkinjung Local Aboriginal Land Council), Ian Trust (Chairman and Executive Director, Wunan), Noel Pearson (Chairman, Cape York Group and Jawun Patron), Brad Cooke (Inner Sydney Regional Director, Jawun). Photo: Image © Yothu Yindi Foundation, Garma 2013. Photographer: Peter Eve, Monsoon Studio Photography



Sean Gordon (CEO, Darkinjung Local Aboriginal Land Council), Karyn Baylis (CEO, Jawun), Noel Pearson (Chairman, Cape York Group and Jawun Patron). Photo: Daniel Linnet, Linnet Foto

2.6 CONCLUDING REMARKS

Since the Garma Festival, the Indigenous leaders of Empowered Communities have continued to convene regular meetings to continue their cross-regional collaboration and to further develop their structural policy proposal. On Saturday, 24 August 2013, Tony Abbott pledged that a Coalition Government would also provide \$5 million funding to a detailed joint design phase of the Empowered Communities initiative.

Ian Trust, Chair of the Wunan Foundation, said that “everyone involved in the Empowered Communities group was delighted the initiative now had bi-partisan support”.

The Empowered Communities’ proposal includes an important role for corporate Australia going forward, in seconding their staff to help Indigenous organisations to develop and implement their reform agendas.

Tony Shepherd, President of the Business Council of Australia, hailed the plan and the bi-partisan funding commitment as a “breakthrough that will improve policy reform implementation, productivity and effectiveness for Indigenous people”.

“We support the role in this plan for corporate Australia to work with government, NGOs and Indigenous leaders to help improve outcomes for Indigenous Australians,” said Tony.

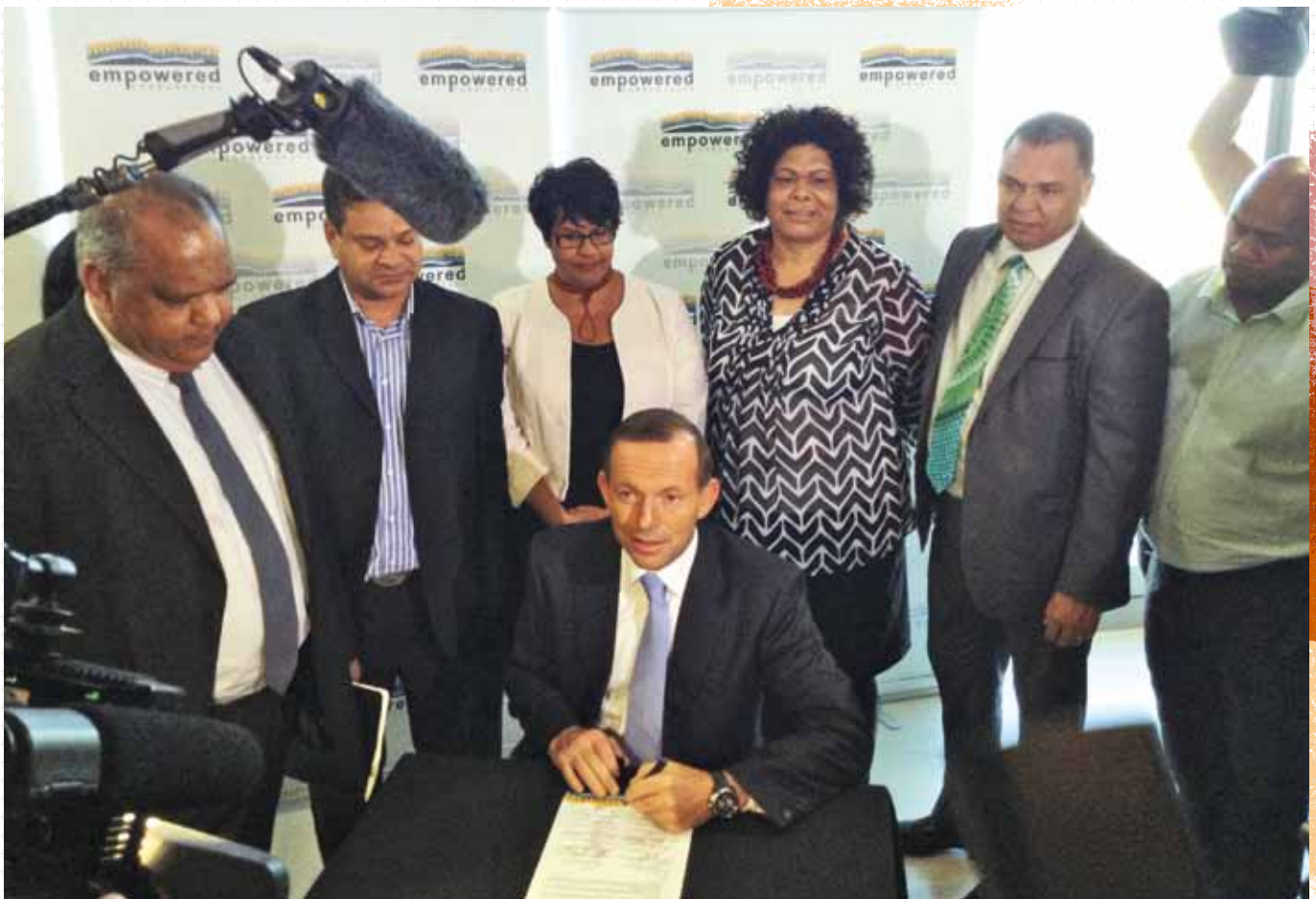
“As a co-founder of Jawun and long-term partner, we look forward to supporting the work of Indigenous leaders to transform and implement Indigenous policy. It’s an exciting initiative for the benefit of all Australians.”

GAIL KELLY, Westpac Group CEO

As long as Indigenous leaders have the appetite to connect, Jawun is well placed to help make that happen. Jawun CEO, Karyn Baylis, sees huge value in Indigenous leaders connecting and sharing ideas across regions and is extremely excited about the momentum and dialogue happening to date. Jawun and its partners will continue to support Indigenous leadership to develop an increasingly sophisticated cross-regional interface and to support their efforts to develop a new joint approach to policy between Indigenous people and government.

“Indigenous-led reform ideas, supported by corporate Australia’s expertise, in addition to government and philanthropic support, are proving to be a powerful force and a much-needed innovation to help ‘close the gap’ on Indigenous disadvantage.”

KARYN BAYLIS, CEO Jawun



Noel Pearson (Chairman, Cape York Group and Jawun Patron), Wayne Bergmann (CEO, KRED Enterprises), Denise Bowden (General Manager, Yothu Yindi Foundation), Andrea Mason (Co-ordinator, NPY Women’s Council), Sean Gordon (CEO, Darkinjung Local Aboriginal Land Council), Shane Phillips (CEO, Tribal Warrior Association) with The Honourable Tony Abbott MP, former Leader of the Opposition now Prime Minister. *Photo: Harold Ludwick*

JAWUN PARTNERS

INDIGENOUS PARTNERS:

Jawun supports over 60 Indigenous organisations across Australia, some of which are presented below:



SECONDMENT PARTNERS:

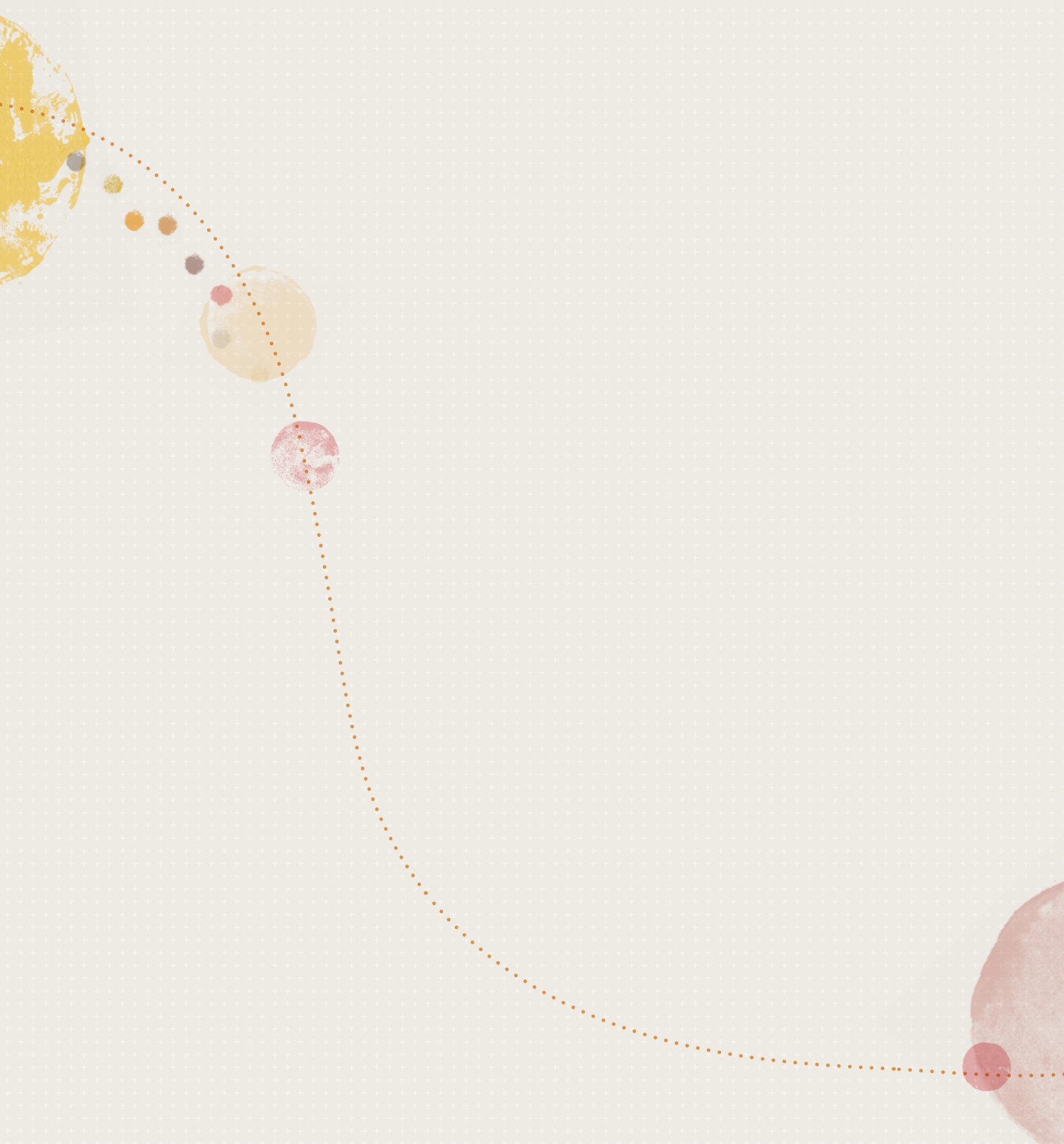


FUNDING PARTNERS:



SUPPORTERS:





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