



**JAWUN: A UNIQUE
INDIGENOUS CORPORATE
PARTNERSHIP MODEL.
LEARNINGS AND INSIGHTS,
10 YEARS ON.**

October 2010





“One of the main reasons why the Cape York Agenda is at the cutting edge of indigenous policy and why our unique combination of theoretical analysis, policy advocacy and practical implementation is showing promise, is because of our extraordinary partnerships with corporate and philanthropic Australia.

Jawun has played a decisive role over the past decade of our work in Cape York Peninsula. It gave us people from the private sector who have helped us to see beyond the welfare horizons that used to dominate indigenous affairs when our sole source of input was government.

The combination of key organisations, their sustained commitment over a long period of time, the commitment of their most valuable resource – their people – make Jawun a new model for corporate-community partnerships aimed at tackling disadvantage.”

Noel Pearson, Jawun Patron and Indigenous Leader, Cape York



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INTRODUCTION.

Executive Summary

The learnings and insights presented in this report are based primarily on the experience of Jawun and its partners in the indigenous communities of Cape York.

The report is divided into three main subject areas:

- Building successful corporate indigenous engagement
- A “place-based” approach to indigenous employment
- Economic development lessons

In **Part 1** of this report, entitled “Building Successful Corporate Indigenous Engagement”, we look at key inhibitors on both sides to corporate indigenous engagement. We synthesise the results from our online survey to present the key drivers in establishing, maintaining and building corporate engagement. These insights are augmented by two case studies: One case study focuses on Jawun’s Senior Executive Visit as a means to build corporate support at the leadership level; the other case study, looks in detail at KPMG and how its commitment to Jawun and indigenous affairs more broadly has evolved over the years.

Also in this section, we present the factors which drive effective, outcome driven partnerships by again using the results of our online survey to validate and prioritise these insights. A case study follows which takes a detailed look at the origins of the Cape York Institute and why the powerful partnership that was forged between the Boston Consulting Group (BCG) and the indigenous leadership in Cape York has been so effective.

Finally, in this section we use the results of our online survey to summarise the most important success drivers of the Jawun model.

In **Part 2** of this report, entitled ‘A Place-based Approach to Indigenous Employment’, we distil the key challenges and emerging insights from our experience to date with our employment pilots in Cairns and Shepparton. We also take a detailed look at Jawun’s employment pilot in Shepparton and the unique approach to building local employment coalitions via an Employment Broker.

Finally, in **Part 3** of this report, entitled “Economic Development Lessons”, we look at the establishment of the Family Income Management

model in Cape York. We specifically look at Westpac’s role in this process and the lessons learned to date.

Also in this section, we examine the challenges of building enterprise in the remote indigenous communities of Cape York. We look at the structural disincentives at play as well as both the supply and demand side challenges.

Background

Established in 2001, Jawun is a small, not for profit organisation, with seven permanent employees. Jawun leverages the capabilities of corporate and philanthropic Australia to support innovative programs of change in indigenous communities. Embracing the most challenging social issue in Australia, our mission is to help “indigenous people build the capabilities to choose a life they have reason to value.”¹

In the 2009/10 financial year, Jawun facilitated \$6.4 million of in-kind value and the support of 144 high calibre corporate secondees from our network of committed corporate partners to the indigenous communities of Goulburn-Murray, Cape York, Redfern-Waterloo and East Kimberley.

Purpose

The purpose of this report is to capture and document some of Jawun’s key learnings over the past 10 years, so that these insights can be shared with government and other key stakeholders.

The role of our organisation over the years has been that of a facilitator. Jawun facilitates corporate and philanthropic partnerships which enable indigenous organisations to achieve their own goals. As such, this report is not an opinion piece, nor is it an in-depth, academic review. Furthermore, this report is not designed and indeed avoids discussing specific program outcomes.

The insights presented in this report have been gathered by leveraging the practical learnings and experience of our organisation and the collective insights of our corporate and indigenous network. Many of these partners have been working with Jawun for 10 years, some for a shorter time, but all



have seen considerable experience in corporate/ philanthropic/indigenous partnerships, and it is this and our own experience that we have drawn on. It is, however, not uniformly national experience, but draws a lot on work in the Cape and select other locations. It is not based on work in every different sort of community, but covers predominantly remote and regional communities - with our work in urban areas being relatively recent. With this context borne in mind, however, it should provide useful learnings and experience for others to benefit from.

Approach

In March 2010, Jawun convened a select group of senior long term partners, Jawun staff and Board members to initiate a discussion about the key learnings that have emerged from our operations over the past 10 years.

From June 2010 to August 2010, Jawun followed on from this initial discussion by undertaking a research process involving a series of interviews, workshops and an online survey which form the basis of the insights presented in this report, together with the experience of Jawun employees and previous internal work Jawun has done on learnings and best practices. In total, 46 stakeholders were either interviewed and/or surveyed as part of this process. These stakeholders included corporate partners, indigenous partners, Jawun staff and Board members. More details on the individual stakeholders consulted during our research process are appended to this report.

In September 2010, Jawun conducted a review process of the draft report with its review group of key senior stakeholders and the Jawun Board.

¹ Noel Pearson, Indigenous Leader

PART 1: BUILDING SUCCESSFUL CORPORATE INDIGENOUS ENGAGEMENT

Introduction and key themes

This section of the report breaks down the key factors in building successful corporate indigenous engagement. The following dimensions are examined:

- A. Key inhibitors to corporate engagement
- B. Key inhibitors to indigenous engagement
- C. Establishing initial corporate engagement
- D. Maintaining and building corporate engagement
- E. Creating effective partnerships that drive outcomes
- F. Key success factors of the Jawun model

As an organisation, Jawun had an existing bank of knowledge around the above dimensions. In order to test and expand on these existing learnings, we conducted an online survey to gather the perspectives of Jawun's corporate partners, staff and Board.

The survey was sent to 28 stakeholders and 21 responded, yielding a 75% response rate. Further details of the stakeholders who participated in the survey are appended to this report. The results have been ranked based on the level of agreement respondents had with the proposed drivers (versus their level of disagreement).

Furthermore, a series of in-depth interviews were conducted with select corporate and indigenous stakeholders to further understand the collective perspective on what it takes to build successful corporate indigenous engagement.

Finally, two case studies are included at the end of this section. The case study on Jawun's "Senior Executive Visits" explores one way in which Jawun seeks to build corporate support and understanding at the leadership level by carefully structured experiential visits to local indigenous communities. The case study entitled "Evolution of KPMG's Support" looks in detail at how the support of one of our established corporate partners has grown over the years.

A. KEY INHIBITORS TO CORPORATE ENGAGEMENT WITH INDIGENOUS COMMUNITIES

Respondents to our online survey ranked the key inhibitors to corporates' ability to engage with indigenous communities as follows:

1. Knowing where to start, how to engage and with which communities.
2. Difficult to manage on the ground logistics to support the secondment experience of employees.
3. Do not have the capabilities or on-site presence to establish/manage successful project outcomes.
4. Do not have the capabilities to build the necessary relationships and networks with senior indigenous leaders and communities.
5. Difficult to identify appropriate indigenous communities who are ready and willing for corporate assistance.
6. Organisational risk.

All of the survey respondents agreed that Jawun's capabilities in facilitating corporate/indigenous partnerships allow corporates to overcome the stated inhibitors.

"Jawun's brokering role dramatically raises the chances of success and sustainability and widens the field of corporates that can therefore get involved because it lowers the barriers to entry."²

B. KEY INHIBITORS TO INDIGENOUS ENGAGEMENT WITH THE CORPORATE SECTOR

Inhibitors for indigenous organisations were not covered with the online survey. Instead, interviews were conducted with key stakeholders from indigenous organisations in Cape York. Three key considerations emerged from these interviews:

1. **Indigenous organisations and leadership do not know where to start and how to engage with the corporate sector.**

"Dialogue with indigenous leadership is really difficult because there are so few common anchors with corporate Australia."³



Knowing where to start is an inhibitor for corporate and indigenous organisations alike.

“We knew that we wanted partnerships with businesses but we had no experience with these and philanthropic organisations before and we didn’t really know what the mechanism was for getting support from that world. We had no experience in dealing with corporates and philanthropic bodies. Our whole world was a world of government and bureaucracy. We didn’t know how best to engage with that world. We had limited networks and contacts in the private sector.”⁴

2. The indigenous leadership need to have an agenda and vision for the future.

In many indigenous regions across Australia, the indigenous leadership is fragmented and the vision and hope for the future is not well defined.

“It remains unanswered as to what can be done [by corporates] in communities where an indigenous leadership vacuum exists.”⁵

In order to play a role of enablement and affirm the right of indigenous people to take responsibility, the role of the indigenous leadership in the partnership is crucial.

“In some places indigenous organisations have convictions about reform but a lot of trepidation about prosecuting it. None of these corporates know the world we occupy. We need to provide guidance around this landscape.”⁶

However, some stakeholders acknowledge that there may be certain discrete yet significant areas, such as indigenous employment, where corporates can support employers, employees and local community support organisations without necessarily working under an over-arching reform framework such as Noel Pearson’s in Cape York.

“If you get the employment agenda right, it’s half the battle.”⁷

3. Indigenous leadership and organisations not knowing how to utilise corporate resources to advance the indigenous agenda.

Some of the regional organisations in indigenous communities lack the organisational capacity to manage and utilise corporate resources appropriately. This is where Jawun and its corporate partners can support the building of indigenous organisational capability so that corporate resources can be leveraged effectively.

“The [indigenous] organisations that want these partnerships need to do a lot of work: getting clear on how to use these resources, be clear about it, timing, using this expertise that is available, what future work you might have in mind, doing some preliminary work, etc. To make maximum use of the resources, organisations need to have the capacity and put the energy into using them.”⁸

C. ESTABLISHING CORPORATE ENGAGEMENT

There are both rational and personal factors which motivate corporate engagement in indigenous communities. In Jawun’s experience, it has been the personal commitment and belief at the senior levels within an organisation that really drives deep and sustained corporate involvement over time. Corporate leaders recognising the potential developmental benefits to their staff from meaningful engagement in indigenous communities is also a key driver. This was validated with the results of our online survey.

² Consultant, BCG

³ Senior Stakeholder, Cape York Institute

⁴ Noel Pearson, Indigenous Leader

⁵ Consultant, BCG

⁶ Noel Pearson, Indigenous Leader

⁷ Ex Consultant, BCG

⁸ Noel Pearson, Indigenous Leader

Exhibit 1: Online Survey Results 2010

Trust in the facilitating organisation (e.g. Jawun) to enable and manage the engagement



Personal commitment, belief and understanding from senior corporate leaders



Corporates recognising the benefits to their organisation around staff engagement and development



Corporates recognising the benefits to their organisation's corporate reputation/brand



- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Neutral

D. MAINTAINING AND BUILDING CORPORATE ENGAGEMENT

As validated by the results of our online survey, the personal commitment, belief and understanding of senior corporate leaders is a critical precursor to the meaningful engagement of corporate organisations and their people.

Providing ongoing opportunities for corporate leaders to acquire “hands on” understanding of the tangible value of their commitment has also proven to be critical in maintaining and building existing corporate relationships.

One way in which Jawun seeks to deliver this experience to our corporate partners is via Senior Executive Visits. The case study entitled “Senior Executive Visits” which follows on page 12, explores this initiative in greater detail.

Finally, the positive personal experiences of the secondees and corporate leaders involved in the Jawun program leads to support growing “virally” within corporate organisations, deepening the nature of the commitment. The case study on page 14, entitled “Evolution of KPMG’s Support” looks in detail at one of our established corporate partners and how its support and commitment to Jawun and indigenous affairs more broadly has evolved over the years.

Exhibit 2: Online Survey Results 2010

Providing senior corporate leader opportunities to acquire “hands on” understanding of the tangible value of their commitment (e.g. CEO Visit)



Establishing strong, upfront personal connections between senior indigenous and corporate leadership



The development of corporate support internally by the sharing of positive personal experiences of the secondees’ and corporate leaders



Jawun effectively managing the secondees’ experiences and cultural engagement (e.g. clarity of brief, feedback and debrief/survey process etc) to ensure the experience is positive and enlightening



Facilitating ongoing understanding and relationships between indigenous and corporate leaders



- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Neutral



Photo courtesy of Djarragun College

E. PARTNERSHIPS THAT DRIVE OUTCOMES

As validated by the results of our online survey, a pre-condition of a successful corporate indigenous partnership is that the indigenous communities are ready to help themselves and capitalise on the Jawun program. The Jawun model is based on corporate partners signing up to a minimum commitment of five years and a clear Memorandum of Understanding which makes the expectations clear on both sides. Key on-site anchor staff, from Jawun and its corporate partners, play an important role in facilitating the ongoing outcomes and expectations on both sides.

The case study that follows on page 17 entitled “Origins of the Cape York Institute” looks in detail at the origins of the Cape York Institute and why the powerful partnership that was forged between BCG and the indigenous leadership in Cape York has been so effective.

Exhibit 3: Online Survey Results 2010

Clearly defined and understood roles and responsibilities between each of the partners



The effectiveness of the facilitating organisation (e.g. Jawun) in ensuring realistic expectations of what the partnership can achieve



The facilitating organisation (e.g. Jawun) providing sufficient planning and follow-through to ensure continuity and relevance of the assistance provided



Readiness of indigenous communities to help themselves and capitalise on the Jawun program



Readiness of corporate partners to commit beyond the occasional project for a long term partnership (five years plus)



The performance and progress of indigenous organisations receiving assistance is tracked and reported regularly by the facilitating organisation (e.g. Jawun)



Equality in the partnership relationship with mutual benefit



Establishing ongoing relationships and understanding between indigenous and corporate leaders



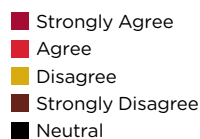
Corporate understanding of indigenous culture and willingness to support an indigenous driven strategic agenda



Upfront involvement by corporates in supporting the development of the indigenous agenda in a given region



Indigenous understanding of corporate culture and motivation

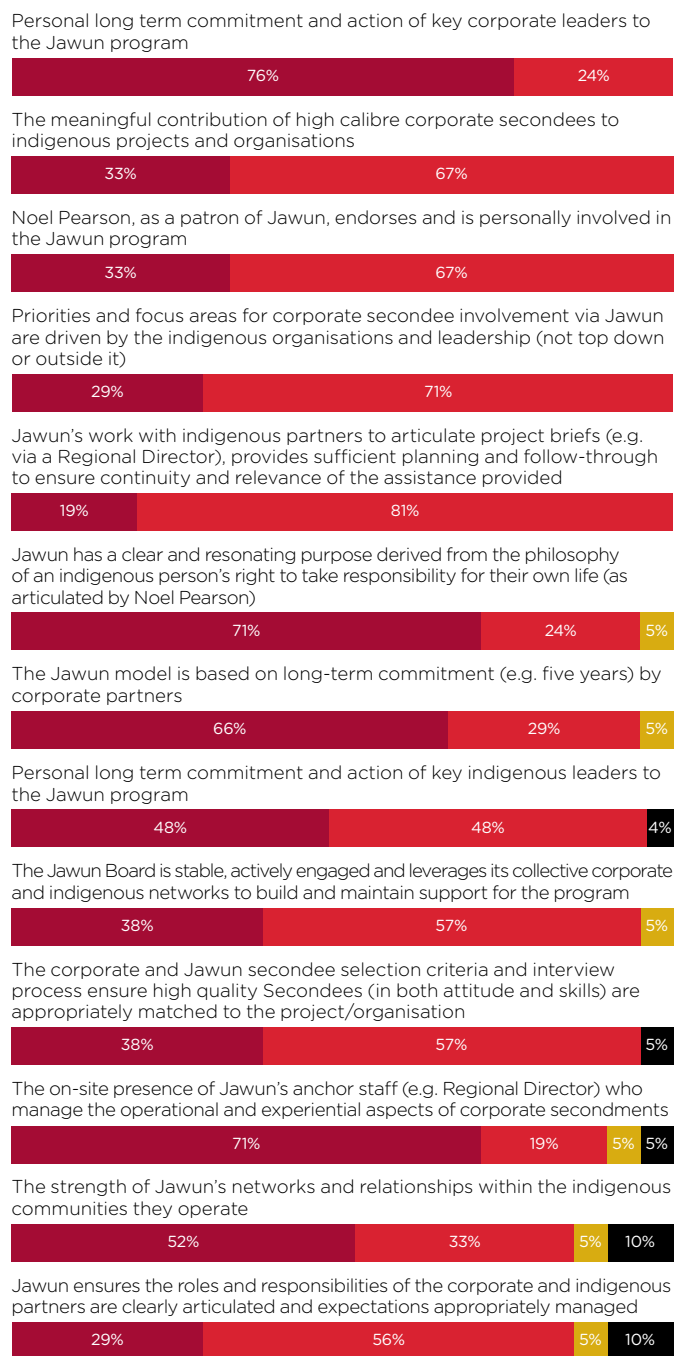




F. SUCCESS DRIVERS OF JAWUN MODEL

As validated by our online survey, corporate partners are attracted to the resonating purpose of an indigenous person’s right to take responsibility (as articulated by Noel Pearson). The long term commitment of key corporate partners and their people through the Jawun model has been critical. Furthermore, the continuity and planning of key anchor staff based in the local communities has lowered the typical barriers to engagement for both corporate and indigenous organisations alike.

Exhibit 4: Online Survey Results 2010



- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Neutral

CASE STUDY

Senior Executive Visits

Providing ongoing opportunities for corporate leaders to acquire “hands on” understanding of the tangible value of their commitment has also proven to be critical in maintaining and building existing corporate relationships.

This case study explores one way in which Jawun seeks to build corporate support and understanding at the leadership level – via Senior Executive Visits to local indigenous communities.

Background

The Senior Executive Visit is designed using an “experiential approach” in which corporate partners are provided the opportunity to visit and participate informally in a two-way dialogue with the indigenous communities in which secondees are working on the ground.

To date, Jawun has conducted two Senior Executive Visits in Cape York and one Senior Executive Visit in the East Kimberley.

“Many years ago when the concept was first talked about I thought it would be too hard to do, there has to be continuity every year. I believe it is now so critical, absolutely critical for the long term relationship going forward.”⁹

Approach

In May 2010, Jawun and Noel Pearson hosted 10 senior corporate leaders, from existing and prospective corporate partners and a federal government representative. The four day visit was a unique opportunity to educate senior corporate leaders and provide the opportunity to develop upfront and personal connections with indigenous leaders and organisations.

For existing corporate partners, this was also an opportunity to experience a “hands on”

understanding of the tangible value of their commitment to indigenous communities.

Attendees included senior leaders from Westpac, BMD Group, Tourism Australia, (Department of Families, Housing, Community Services and Indigenous Affairs), IBM, KPMG, Qantas, Boston Consulting Group, Telstra Country Wide.

Over the course of the four days, the group covered approximately 2,500 kilometres and visited two remote Cape York communities, a Land Trust, horticultural projects and businesses before heading back to Cairns to spend a morning with Djarragun College students and teachers.

Throughout the visit, senior leaders were provided the opportunity to participate in informal networking opportunities within the community as well as explore the diverse and beautiful landscapes of the Cape York Peninsula. Noel Pearson and other key indigenous leaders shared their vision for the future and ideas for the Cape York agenda going forward.

The enthusiastic attendance of corporate senior leaders in Cape York is a strong indicator of their continued support and commitment to help build stronger and more sustainable indigenous communities.

“...[The Senior Executive visit] was such an enjoyable, thought provoking and truly memorable experience. In particular, it was the time spent in the classrooms in Aurukun which had the most profound impact on me. Seeing first hand both the kids actively learning and their parents actively encouraging and advocating was a very powerful message.”¹⁰

Benefits

For existing partners, the Senior Executive Visit reinforces the value of their current commitment and in some cases results in an increase in the level of commitment. After the visit in May 2010, IBM announced an increase in its support for the Jawun secondment program.

“It gave the opportunity [to Senior Executives] to see for themselves the results/impact their contribution has on the community – rather than hearing about it... There is more of an element of intimacy/knowledge when one sees something for themselves.”¹¹



A short time after the May visit, a number of the new corporate executives spoke with Jawun about how they could connect with the agenda.

Whilst not all corporates can commit to the Cape York Secondment Program, the majority of executives have indicated that they want to be involved and Jawun is currently exploring opportunities for them.

The potential involvement of Tourism Australia to lend its expertise and support in the development of the major tourism initiatives in Cape York will be a significant accomplishment for Jawun and the region. Telstra quickly identified opportunities for leadership development within the company and was also keen to investigate the potential synergies that related directly to its core business.

The participation of senior government officials in the visit was of enormous value and showcases the potential breadth in which corporates, government and indigenous communities can work together creatively.

“I already had a very strong commitment to the Cape York Welfare reform initiatives... however, the trip reinforced my strong view that we must keep up the momentum.”¹²



⁹ Richie Ah Mat, Indigenous Leader

¹⁰ Geoff Wilson, CEO, KPMG

¹¹ IBM Secondee

¹² Senior Government Official

CASE STUDY

Evolution of KPMG's support

Ongoing corporate support is critical and the depth of this support grows virally based on the very personal experiences of the secondees and their managers.

This case study examines the evolution of KPMG's involvement over the years with indigenous communities via the Jawun model.

Background

As a valued corporate partner, KPMG initially became involved with Jawun in October 2007, and is currently in year three of a five year commitment.

To date, more than 60 KPMG secondees have contributed their diverse range of skills and experiences, extending to remote parts of Cape York in Queensland and Shepparton in Victoria. In early 2010, KPMG increased its commitment extending its involvement to Redfern-Waterloo in Sydney and the East Kimberley region of Western Australia.

The projects in which KPMG secondees have been involved range from assistance in the economic and business development of indigenous organisations, such as the Hope Vale 'Green Box' program (which increases access to quality fruit and vegetables in the community) to a host of other regions across Australia in areas of education and training, employment, assistance with family income management/planning and building indigenous organisational capabilities.

In total, KPMG has provided financial, voluntary and in-kind support to the value of approximately \$2 million to indigenous communities.

How KPMG became involved

On a trip to Cape York in 2007, Doug Jukes (then KPMG Chairman) was deeply inspired by what he saw being achieved in indigenous communities through corporate involvement via Jawun.

Upon returning, Doug immediately began gathering support at the senior level of KPMG with a focus on becoming involved in indigenous communities. It was acknowledged that whilst a core value of KPMG is to give back to the Australian community, KPMG was not engaged with indigenous communities at that time. It was further recognised that as an Australian firm in a global partnership, KPMG had a corporate responsibility to engage in indigenous Australian communities.

As a result, KPMG joined Jawun as a corporate partner to fulfil this vision of involvement in indigenous communities. KPMG's Corporate Citizenship Director stated that the drive behind KPMG's involvement in this space was "the desire to be innovative and leading in community investment by taking on challenging issues", and the unique partnership with Jawun "offered an avenue to drive involvement and facilitate positive and meaningful contribution to indigenous communities".

Benefits to KPMG

"It is a credit to Jawun that KPMG secondees have such an enriching experience on projects in indigenous communities, which in turn, enriches KPMG as a whole."¹³

According to KPMG, there have been numerous benefits to the organisation as a result of its involvement with the Jawun program:

- Providing employees with an "out of the box" experience around professional and personal development (which contributes to KPMG being an "Employer of Choice")
- KPMG is recognised as a business leader of corporate involvement in indigenous communities by business peers, indigenous organisations/communities, not-for-profit organisations and the Australian government
- Senior leaders and secondees are provided business networking opportunities (e.g. at Jawun initiatives such as the Cape York Senior Executive Visit)
- There is a positive reflection on the KPMG reputation and brand development



- In differentiating from competitors by investing in indigenous communities, a competitive edge has emerged for KPMG, such as maintaining existing client relationships, and an increase in government clients (from which an indigenous business stream has recently been established)
- Secondees encounter a deeper understanding of indigenous culture and some of the issues facing indigenous communities in an experience that is often positive and life-changing

“The secondment opened my eyes and I saw first-hand the daily issues faced by indigenous communities, I saw the struggles and the effects that drugs and alcohol have on a community, but I also saw the positive steps communities are taking to improve quality of life and to educate the young... This secondment exceeded my expectations more than words can ever say.”¹⁴

Growth of support within KPMG

KPMG noted that since commencing in 2007, the Jawun partnership has become KPMG’s “flag-ship” corporate citizen role for involvement in the community.

Support for the Jawun program is actively encouraged within the organisation in the following ways:

- Opportunities are provided for prior secondees to speak of their experiences and act as a support network for potential/current secondees
- Secondments are actively promoted internally via KPMG alumni, lunchtime sessions hosted by prior secondees, internal emails, information brochures and the KPMG intranet site
- KPMG have dedicated staff/infrastructure within the company to manage KPMG secondee involvement, in particular, a dedicated corporate contact to manage the program and communicate with Jawun
- Senior leaders within the firm use opportunities such as the KPMG Senior Executive Open Forum to share their personal experiences visiting indigenous communities via Jawun

According to KPMG, there are a number of the factors that have made KPMG’s engagement in indigenous communities through Jawun successful, including:

- The continued personal involvement and commitment from KPMG’s senior leaders from the outset has been vital in ensuring growth, promotion and success of the program internally
- Senior leaders having a hands on experience to directly observe the impact of their commitment is important for engagement in indigenous communities (e.g. Senior Executive Visit)
- The support and intimate knowledge of Geoff Wilson (KPMG CEO) and Michael Andrew (KPMG Chairman and Jawun Board member), KPMG continuously go over and above what is required of them (i.e. as agreed in the MoU)
- Effective management by Jawun of the secondees’ experiences and cultural engagement (e.g. clarity of brief, feedback and debrief/survey process etc.) to ensure the experience is positive and enlightening
- Positive feedback from indigenous organisations regarding KPMG secondees’ involvement, which gives confidence that KPMG’s contribution is making a difference
- The strength of Jawun’s networks on the ground and having established infrastructure to use (e.g. KPMG secondees’ attend briefings and have ongoing contact with the locally based Jawun Director)
- The Jawun facilitation model is based on values which are in-line with the corporate citizenship of KPMG
- Informal/formal business networking opportunities for senior leaders and secondees

Whilst all of these have played a role, KPMG noted that the level of senior involvement and positive secondee experience have been the primary drivers of the growth and support internally.

“I think the work we performed made a profound impact and the assistance we provided was valuable. I wanted to have a meaningful experience, to make a difference in some way, and to learn from this. I had an amazing experience – my expectations were exceeded.”¹⁵

¹³ KPMG, Corporate Citizenship Division

¹⁴ KPMG Secondee

¹⁵ First KPMG Secondee 2007

KPMG's Reconciliation Action Plan

In October 2009, as a natural progression of KPMG's commitment to indigenous communities, KPMG became the first accounting firm in Australia to launch a 'Reconciliation Action Plan' (RAP). The RAP, created in consultation with Jawun and Reconciliation Australia, is a publicly stated commitment by KPMG to promote opportunity and meaningful reconciliation with indigenous Australians.

Conclusion

KPMG noted that "the deep relationship with Jawun was a cornerstone for this [RAP] initiative" and it is "proud to be a leader" in the business community in this regard. KPMG hopes to "encourage other firms and the wider business community to get involved in actively closing the gap with indigenous Australians".

"Within KPMG, our involvement is transforming our people, and as a result, impacting our culture in profound and positive ways."¹⁶

CASE STUDY



Origins of the Cape York Institute

Strong indigenous leadership with a clear agenda for the future has been a precondition for the success of the Cape York Institute and the Welfare Reform Agenda gaining traction in Cape York.

The right type of contribution from committed corporate partners who are not seeking to lead the process but who are willing to provide the relevant skills in support of the indigenous leadership has been crucial.

This case study looks at the origins of the Cape York Institute and why the powerful partnership that was forged between BCG and the indigenous leadership in Cape York has been so effective.

Background

The Cape York Institute (CYI) was established in July 2004 as an independent policy and leadership organisation. The Institute champions reform in indigenous economic and social policies and supports the development of current and future Cape York leaders.

The Boston Consulting Group (BCG) was actively involved from the beginning in supporting Noel Pearson in setting up the Institute and in designing, launching and seeking government support for Noel Pearson's Welfare Reform Agenda.

Here are a few reasons why the "type" of support provided by BCG to CYI was so effective:

1. The right philosophical approach

BCG's support was true to Jawun's governing philosophy of corporates coming in behind and supporting (not controlling) the indigenous voice and vision. BCG was critical in translating Noel's philosophy into practical action, a program of initiatives that was academically rigorous but practically-oriented.

However, there was always a "clear distinction between the philosophical direction and the fine

tuning, breaking it apart, how do we turn this broad direction into practical action."¹⁷

This balance has stayed the same throughout the BCG-CYI relationship.

"Welfare reform would lose its legitimacy if it wasn't led by indigenous stakeholders."¹⁸

2. Relevant core skill set

BCG brought a relevant, core skill set to the Cape York Institute which involved:

- Problem definition
- Strategic thinking
- Qualitative and quantitative analysis
- Effective stakeholder engagement

"...they [corporate partners] were bringing a business angle to it, something that had not received a business lens before. We knew all the other angles."¹⁹

"The corporate partner can act as a sounding board, provide rigorous analysis, serve as a "friendly critic", bash around the ideas, approach it from different perspectives."²⁰

3. Full-service support

From the beginning, BCG provided full-service support to the Cape York Institute and other Cape York organisations. This type of support is not well understood. It is far more about capacity building, communication, tactical management, strategic management and far less about the content of a specific issue. This particular type of support is also critical for ongoing traction and impact.

Corporates like BCG, play an important role in helping to develop strong and well-functioning indigenous organisations.

"We took the secondment program very seriously and spent a lot of time preparing for them. We did a lot of project planning so that the BCG secondees would slot into a project framework backed up by a lot of scoping."²¹

¹⁷ Consultant, BCG

¹⁸ Consultant, BCG

¹⁹ Noel Pearson, Indigenous Leader

²⁰ Consultant, BCG

²¹ Ex Consultant, BCG

The secondments were structured in the following way:

- 70% of the time was project related
- 25% of the time was dedicated to developing the corporate capability of the organisation (e.g. developing the operating model, strategic vision, etc.)
- 5% of the time was spent providing direct skills transfer to CYI employees (e.g. building modelling skills, writing slides)

According to Noel Pearson, “If our development problem was just a money challenge then government alone would be able to help us with our problems. However, the expertise deficit is our problem. That is the nature of our development challenge ... the most important contribution of corporates is people”.

4. Network, credibility and influence

BCG’s work with CYI enhanced its interactions with government which maximised the prospects of government support for the Welfare Reform Agenda.

BCG’s support of CYI and the Welfare Reform Agenda was also a catalyst for engagement of other corporate stakeholders.

“BCG and Westpac’s presence gave a lot of other corporates confidence because they could see that it worked; it lowered the barriers of risk and uncertainty...”²²

5. Trust & long term commitment

In the initial stages, BCG committed key anchor staff to build trust and understanding within CYI and other Cape York organisations. This could not have been done on a fly in/fly out basis in the initial stages.

BCG and CYI brought different ideas and points of view to bear during the various debates about the Cape York agenda. The relationship of trust that was forged between the parties was crucial because it created an environment in which this rigorous discussion could take place. Contesting ideas with respected partners enabled CYI and BCG to develop a well-tested agenda.

6. Flexibility & Understanding

According to Noel Pearson, “We [Cape York leadership] have benefited hugely from economic rationalists coming in and pushing that [wealth creation] position”.

However, the clash of ideology and culture in this context is not to be underestimated and required careful management.

“BCG staff are sensitive to the rhythm and meter of different companies. Consultants are good at that.”²³

“BCG staff come with good general professional skills – how to conduct an interview respectfully, engage with others, fit in.”²⁴

7. Mutual benefit

The partnership model has many and various personal and professional benefits for employees of both organisations. A partnership with mutual benefit is a powerful dynamic.

CYI employees have benefited from the direct and indirect transfer of skills from BCG employees and postgraduate students from Harvard, Princeton and Oxford. They have also learned how to leverage consultants’ skills to achieve the Institute’s objectives.

The impact on BCG secondees has been considerable. Junior consultants have:

- Assumed greater responsibility than they otherwise would on project work;
- Managed a project team well before such an opportunity would arise at BCG
- Obtained a new perspective on disadvantage and the immensity of the challenge to address it

Conclusion

The Welfare Reform Agenda in Cape York commenced its implementation phase in 2006 after the federal government committed \$3 million to the project. The Cape York Institute has established itself as a powerful force in influencing public opinion and government policy, particularly in the area of welfare reform. BCG continues, through its talented and dedicated people, to support the Cape York Institute as well as other indigenous organisations in the region.

²² Consultant, BCG

²³ Cape York Institute

²⁴ Ex Consultant, BCG

PART 2: A “PLACE-BASED” APPROACH TO INDIGENOUS EMPLOYMENT

Introduction

Jawun’s place-based employment approach seeks to build the level of trust, engagement and co-operation across existing networks to help focus effort and accelerate and sustain employment outcomes for local indigenous people.

Key components are emerging as underpinning success in building local employment coalitions along with key challenges:

Key success factors:

- A regional broker
- Employer coalition
- Support coalition
- Adapting employment approach

Challenges:

- Cooperation and trust
- Addressing challenges in local community organisations
- Structural challenges and disincentives

The case study that follows examines the insights emerging from the Jawun employment pilot currently taking place in Shepparton.

CASE STUDY

Shepparton Employment Pilot

This case study examines Jawun’s employment pilot in Shepparton by looking at the unique approach to building local employment coalitions via an Employment Broker.

Background

The indigenous community of Greater Shepparton is the largest Aboriginal community in Victoria and in the top 10% nationally. Employment in the Aboriginal community is significantly lower than in the community as a whole. Although considerable effort has been put into “Closing the Gap” in recent years, progress in Shepparton has been slow. It is estimated, on the current rate of progress, that it will take 20-30 years for the indigenous results to just meet current non-indigenous levels.

There are approximately 30 employment related organisations that operate in the City of Greater Shepparton; however, there is very little collaboration across agencies and varying levels of long term success. Consequently, as part of an overall Employment Program, Jawun launched a “place-based employment pilot” to explore a “new approach” to “Closing the Gap” in employment.

Approach

Despite numerous employers having “Workforce Diversity” and indigenous employment initiatives, many employers often do not fully understand the practical steps needed to make these initiatives successful; who to work with, or how to go about it, and similarly, many supply-side support organisations do not engage with business effectively or efficiently.

Jawun’s regional pilots look to address these information gaps by coordinating local stakeholders, introducing a single point of contact, and providing a simplified communication mechanism.

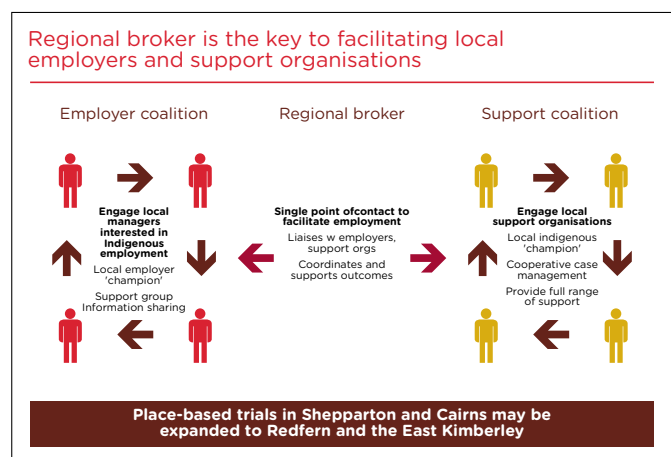
The objectives of the employment pilot in Shepparton are as follows:

- Increase the level of collaboration between local employment and education providers
- Support local employers to mainstream their indigenous employment efforts
- Develop a wider Shepparton indigenous employment strategy
- Help build the operating capability of Aboriginal employment organisations
- Identify follow-on projects that build on the insights from the employment pilot

Role of the Regional Employment Broker

The role of Regional Employment Broker is critical in facilitating support across and between local employers and community organisations alike. This role is further illustrated in the figure below:

Exhibit 1



In February 2010, Jawun, appointed a secondee from KPMG for one year to undertake the role of Regional Employment Broker.



Establishing the employer coalition

The first step for the pilot was to understand the ‘barriers’ to indigenous employment from the point of view of the local employers. Generally, local employers indicated:

- Most employers were generally positive about the local economic conditions and were actively recruiting new staff, particularly in the lead up to the Christmas shopping season
- All managers stated that they never used Centrelink (or JSA) agencies to advertise vacancies or find suitable new employees
- While some managers identified that their company had an indigenous employment strategy, they did not know how the strategy worked in their local region
- All managers indicated that they had received few or no applications for employment from Aboriginals or Torres Strait Islanders for advertised vacancies or walk-in applications
- No employers kept records in regard to the number of Aboriginal or Torres Strait Islander employees that they employed, and many believed that their workplace has never had any indigenous employees
- “Straw polls” of many workplaces suggested that they had no indigenous employees (0% of their total workforce)

National and local buy-in to a placed-based program was sought from corporate and other major local employers. The Wesfarmers group made an early commitment to the approach, after its CEO, senior

leadership team and local store and office managers met with the indigenous community.

Since then the employer partner portfolio has expanded to include Woolworths, Australia Post, ANZ, ATO and other local employers.

Establishing the Support Coalition

In parallel with building employer support, Jawun invested in building a coalition of local employment support organisations. A series of meetings were held with the City of Greater Shepparton, Rumbalara Football and Netball Club, Shepparton Chamber of Commerce & Industry, Kialla Planning Council, Yorta-Yorta Nations; Rumbalara Co-op; Department of Planning and Community Development and other local stakeholders.

“The issue of unemployment in Shepparton is so entrenched and long term that the only way to close the gap is for all organisations, Aboriginal and mainstream, to work collaboratively as no one organisation can do it alone.”²⁵

The key things we sought to understand in the initial stages included the following:

- The context and history of past employment initiatives
- The stakeholders’ levels of engagement and support of past initiatives
- Any lessons learned and recommendations that they may have for what an employment pilot should include
- How the organisations would prefer to continue to engage with the current pilot, and to obtain their commitment to, and in support of, the current pilot

After consulting with a wide spectrum of community organisations to understand the Shepparton employment environment and context, an initial “support coalition” was constituted to work with Jawun and local employers in supporting indigenous job applicants. The “support coalition” included:

- Rumba Ripples and its outsourced employment and case management service provider Rad.com
- ASHE
- Ganbina

Shepparton News article on the Wesfarmer visit
4 February 2010



²⁵ Shepparton Partnership Project

Regular coordination and planning meetings with the case managers and CEOs of these organisations were used to build the working relationship. Later, the support coalition was expanded to include a JSA (CVGT) and AES.

A joint approach to matching current and potential job seekers against known and future employer job vacancies was used. A phased approach of matching participants to vacancies was adopted:

Phase 1: “Low risk” applicants (underway)

Worked directly with employers to immediately put forward low risk applicants for existing job vacancies. These low risk applicants required minimal coaching, mentoring or external support. It is hoped that the success of these candidates will build the confidence of the community and employers.

During this phase, the Jawun Employment Broker worked with the support coalition to improve their skills and process in supporting low risk clients.

Phase 2: “Medium risk” applicants

Whilst the first phase is being implemented, medium risk candidates are being assessed for placement potential and necessary support programs are being organised. These applicants and employers will be cross supported by two or more community organisations, to ensure that they have the social and professional support to be successful in their work placements.

It became clear during the first year of the place-based pilot that it would not be possible to rollout a program to adequately support “high risk” applicants. As such, “high risk” applicants are currently outside the scope of this pilot.



Justin Mohamed, Director, ASHE

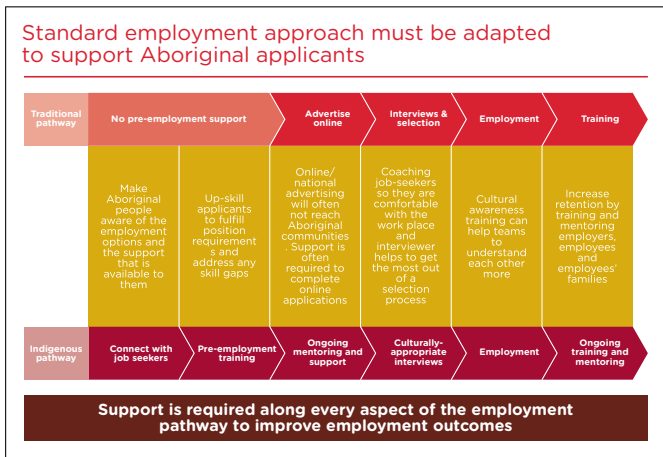
“The Academy of Sport, Health and Education (ASHE) has found its partnership with Jawun to be beneficial to the program. The access to resources and knowledge complement ASHE’s vision to provide trusted, culturally appropriate education and training for aboriginal students. Jawun has opened up access to organisations providing employment and education avenues for students following their time with ASHE. Working through one of ASHE’s parent bodies – Rumbalara Football and Netball Club – Jawun has assisted in the development of the Munarra Institute as well as the My Moola: Opening Financial Pathways program which several ASHE participants continue to access.”

Adapting the standard employment approach

Jawun’s local employment approach seeks to provide the support that is absent from the standard approach to employment, so that it is more appropriate for indigenous job seekers. Additional support is often required for indigenous applicants, and existing procedures need to be slightly modified.



Exhibit 2



Key outcomes to date

- Overcoming some early scepticism and achieving successful collaboration between three community organisations and eventual inclusion of a mainstream JSA.
- Successfully placing ten applicants (as at July 2010) with local employers as part of phase 1 and implementing a participant support program.
- Increasing the skills and capacity of support coalition personnel for the placement and support of low risk applicants. Community organisations are now preparing applicants with little or no support from the Jawun Regional Broker.
- Creating stronger working relationships and greater collaboration between the indigenous community and local employers, as manifested by extremely strong attendance at the Dungala Kaiela Oration and the success of the Koorie Careers Expo.
- Building greater capacity and capability into the support coalition to support phase 2 which included inviting AES into the coalition.



“I got the job, thanx heaps. I’m as excited as.”

Madison Connors, nursing student now working at 1st Choice liquors



“I’m really happy that I got a job, and cannot wait to start. I hope it gives me some financial independence.”

Stephanie Bechurst, secondary school student about to commence working at Safeway



“Now that I have work at Shepparton Coles, I feel really happy because the workers and customers are really nice and friendly there. Working at Coles is great because it gives me confidence.”

Taylor Morgan, secondary school student now working at Coles

EMERGING INSIGHTS

Building co-operation & trust

- Establishing a relationship of trust with the community is extremely important before any meaningful collaboration can be expected. In order to establish a profile in the community, the Jawun Employment Broker had to relocate to Shepparton for the duration of the pilot and volunteer for various community activities before community members felt comfortable engaging.
- Obtaining alignment and sponsorship across all levels of employer organisations was needed before significant progress could be made. It was only after Jawun had ensured that all levels were engaged that local store managers felt that they had the necessary mandate to progress with their indigenous employment programs.
- Greater macro-economic trends, such as the GFC, can place unforeseen constraints on employers and the success of any employment program.

Challenges in working with the local community organisations

- Community organisations have varying levels of capability and capacity within their organisations. The Jawun Employment Broker had to provide different degrees of support and encourage a more collaborative approach to facilitate skill sharing. A structured and managed approach to implementing the pilot was also essential.
- Not all community organisations were open to participating in the local pilot. A variety of approaches had to be used to obtain cooperation e.g. visible and vocal support of the local Aboriginal leader (Paul Briggs), persuading the organisations to participate in initial talks on a trial basis with the right of withdrawal at any stage, gaining the trust of the organisations by first gaining the support of its follower base etc.
- Most community organisations were disenfranchised because of past unsuccessful attempts to address the unemployment issue.

- There seems to be a substantial portion of the indigenous population that has no or little dealings with any of the major community employment organisations.
- Maintaining partnership and collaboration amongst community organisations requires constant effort and is difficult.
- Differences between indigenous community groups, such as Bangarang and Yorta-Yorta, hinders community collaboration and may give rise to problems of trust and perceived loyalty.

“Employment Opportunities and long term benefits to community are starting to be realised. Partnerships through Jawun have enabled community to engage with businesses previously not available to youth. Capacity is growing as we go forward with our heads held high.”²⁶

Structural challenges & disincentives

- There are many underlying causes of the gap in employment that are systemic and cannot be addressed by an employment initiative alone. Some are rooted in the educational system, some are linked to the typical issues currently endemic in indigenous communities and some are directly linked to the disincentives of the welfare state.
- Current Centrelink rules may indirectly discourage indigenous applicants from entering or re-entering the work force. e.g. the waiting period for the reinstating of unemployment benefits after an unsuccessful attempt at employment, makes applicants unwilling to risk their benefit payments by trialling work.



- The structure of JSA outcomes payments may act as a disincentive to trialling transition to work programs, such as work experience for higher risk candidates.
- As with most communities, there is considerable duplication of services within Shepparton – both in mainstream organisations and indigenous organisations.
- As a result of a lack of “core” funding and shorter funding cycles, organisations find it difficult to attract and retain high capability staff.
- Competition for funding and sometimes training and employment “outcomes” has led to an unhealthy level of competitiveness between local education and employment organisations. This competition is not in the best interest of the community or applicants.
- The accuracy of underlying data, such as population figures, labour force and unemployment rates is problematic. There is a general recognition that the ABS 2006 figures are undercounted; however, the extent of the undercount can vary greatly depending on the source of cross-reference data. This makes it difficult to measure the actual extent of the “gap” and determine what would constitute a significant reduction of the “gap”.

Next steps

- Implementation of Phase 2, involving the cross-organisational support of medium risk candidates.
- Assist the local indigenous community, through the Kaiela Planning Council, to prepare an indigenous Employment Strategy for the community.
- Ensure that employer relationships are maintained over the long term, by transitioning the working relationships to local community representatives and organisations.
- Assess the success of the place-based pilot and document key insights and practices that worked.
- Determine a model to continue with direct support after the Jawun pilot has ended.

“As a parent of one of the participants in this program, I am extremely impressed. The support given to my daughter has resulted in her gaining part-time employment. The program has encouraged not only my daughter, but other Aboriginal children in the community to gain employment and to think about their future goals. Well done and keep up the good work!” ²⁷



“Economic participation for Aboriginal youth is a cornerstone in ‘closing the gap’ that exists between Aboriginal and non-Aboriginal Australians. It underpins: self determination, social and economic standing and an individual’s total well being.”

CEO, Ganbina

²⁶ GO Tafe

²⁷ Tracey Hearn, mother of Shanara Stewart, secondary school student now working at Safeway

PART 3: ECONOMIC DEVELOPMENT LESSONS

Introduction

In 2005, Noel Pearson released the “Cape York Agenda” which has become the foundation for much of the work that is now driving each of the Cape York Organisations; including the Welfare Reform program being trialled in four Cape York communities today. The essence of the Cape York Agenda as outlined by Noel Pearson’s paper is: “Our ultimate goal is to ensure that Cape York people have the capabilities to choose a life they have reason to value”.

The essence of the Cape York Agenda is as follows:

- “We have a right to a fair place in the real economy
- Social order must be restored
- Passive welfare must be attacked
- Substance abuse must not be tolerated
- We have a right to take responsibility
- It is essential that we maintain our identity as a people.”²⁸

Jawun has been operating in Cape York in its current form since 2001 and continues to use Noel Pearson’s underlying philosophies as the primary interface to establishing partnerships between corporate, private philanthropy and indigenous leaders in Cape York.

In this section we have chosen to focus on our learnings and insights from Cape York and focus on two particular areas for discussion:

- A. Family Income Management
- B. The challenges in building real enterprise in Cape York

The intent of the discussion in this section of the report is to emphasise the complexity of the challenges faced by the indigenous people of Cape York. This discussion does not seek to draw any particular conclusions or offer solutions to these complex problems. What we are putting forward is a collection of perspectives from our corporate and indigenous network which will hopefully contribute valuable insights and practical learnings to government and other key stakeholders.

A. FAMILY INCOME MANAGEMENT (FIM)

Purpose of FIM

FIM supports individuals and families to manage money for basic material needs, build capabilities through financial literacy and build assets through saving and disciplined money management.

The objectives of the program are to:

- Enable families to manage money so that basic material needs (food, clothing, shelter etc) are provided for
- Enable families to build assets and realise aspirations through saving and disciplined money management
- Enable families to manage money as a means of tackling addictions to alcohol, drugs and gambling and to develop alternative ways for people to express cultural reciprocity
- Rebuild social norms and capabilities through financial literacy and cultural reciprocity; and
- Take the stress out of money management and family well being

History

Cape York Partnerships (CYP), which at that time was headed up by Noel Pearson, developed the initial FIM concept. In 2002, the federal government agreed to trial FIM as a different way of engaging with communities on managing their income. CYP was not an incorporated entity at this point, so the Aurukun Shire Council hosted the management and implementation of the pilot. In 2005/06, CYP became incorporated and the funding and control of FIM transferred from the Shire Council to CYP.



Given its involvement in the creation of Jawun and Ann Sherry's board position, Westpac was introduced to CYP's initial work on the FIM initiative. Westpac's involvement in FIM had resonance because of the broader public debate about the lack of banking services in remote communities. The proposal received important internal support from David Clark, the Head of Retail Banking – which was the Division that would also provide a large proportion of Westpac's secondees to the program.

By the end of 2009, around 1,000 clients had signed up to FIM with the program being supported by 128 corporate secondees since its inception and up to \$2.7 million in-kind support from Westpac.

The FIM service operates in the Cape York communities of Aurukun, Coen, Mossman Gorge, Hopevale, Cooktown, Weipa, WujalWujal, Napranum and Mapoon.

First impressions: a major deficiency in financial literacy

FIM's initial objective of enabling families to manage money was immediately tested when the first Westpac secondees realised the substantial lack of financial literacy in Cape York communities. For example, many individuals did not know how to read a utilities bill and did not appreciate the consequences of not paying the bill. Many locals would provide their bankcard and PIN to a local pilot who would retrieve cash for them in Cairns. It would take communities approximately two years to understand the positive consequences of proper financial management and see any personal benefit from engaging.

"FIM is essential because it helps people understand the notion of money."²⁹

Gaining traction

The catalyst for FIM gaining momentum in different Cape York communities was the involvement of senior women. By diligently committing a proportion of their welfare income to a long term savings plan, these women were able to apply their expenditure in a way that publicly demonstrated the benefits of their involvement in FIM to the broader community. The link between FIM and the ability to save for key events such as family funerals, school needs, a refrigerator etc, is what ultimately resulted in families seeing benefit.

Example 1: Hersey and Kenlock Yunkaporta

Hersey Yunkaporta is a member of the Aurukun community. Earlier this decade, when FIM staff were conducting community consultations as part of the development of the pilot program, Hersey – then a shy and timid woman – was surprised that non-indigenous people were seriously seeking her opinion on an issue. They spoke to her at length about the idea. Hersey positively reinforced the idea.

The next day, Hersey returned with \$50. She wanted to start saving to put a headstone on her son's grave. Hersey encouraged her family members to contribute some of their own income to this objective. Several months later the family hosted a beautiful ceremony to open the new headstone they had purchased.

Hersey's son had committed suicide. Westpac's Project Manager in Cape York, believes that FIM "enabled her and her family to feel like they had done something for him that perhaps they were not able to provide when he was alive."

²⁸ Noel Pearson, Indigenous Leader

²⁹ Senior Stakeholder, Balkanu

FIM impacts individuals' lives in a material and broader way

On a basic level, participation in FIM has enabled individuals to acquire material possessions that they may otherwise not have. This can positively impact individuals' lifestyles. For example, several families have been able to purchase a refrigerator. Apart from providing cold food and drinks in the tropical climate, it also meant that these families did not have to go shopping every day. Other FIM participants have directed their savings towards paying for a wedding ceremony or proper funeral for loved ones.

Other emerging benefits have also been acknowledged³⁰:

- Improved overall financial management
- Fairer contribution by all household members for household expenses
- Improved family relationships
- Longer term planning of finances
- Improved participants' capacity to assist other people financially or resist requests for financial assistance
- Increased motivation to undertake paid volunteer work, training, study or participate in other community activities

Example 2: FIM functions as a pre-condition to business development

In Mossman Gorge, a few of the original participants in the local FIM program decided to launch a business by pooling their resources. They prepared and printed a flyer, which was distributed through local hotels in Port Douglas. Soon the business was running tours of the Gorge for tourists and the benefits were flowing back to those involved.

In a more profound way, FIM impacts an individual's sense of self-determination. According to a Jawun Board member:

"The most fundamental change that came out because of FIM is that people feel like they have some control over their own lives and they can make choices as opposed to everything being imposed on them and having a terrible learned hopelessness which is a downward

spiral for individuals, families and communities ... Communities cannot function properly if the local people do not have control over their own lives... the criticality of FIM is that this is the mechanism to give people some control over their own lives."

Greater control of one's life can also lead to positive behavioural changes. For example, Westpac's Project Manager in Cape York has observed a remarkable change in Hersey Yunkaporta. Once a very timid person, Hersey has since met with then Prime Minister John Howard, and senior executives of Jawun's corporate partners. FIM "has changed their whole outlook and they continue to save for new things. It has given them a great deal of pride in what they are able to achieve."

Westpac brought customer-facing and technical banking capabilities to the partnership

Westpac contributed a variety of skills to the FIM program:

- A fundamental understanding of how to manage money, create a budget, read a bank book, transfer money etc., and retail staff with the customer service skills to be able to instill that understanding and overcome basic financial illiteracy
- Westpac also established the underlying infrastructure to facilitate the program's operation
- Westpac set up a BSB and support number for each FIM site
- Westpac also negotiated relief from ASIC from the identification procedures necessary for account opening in remote communities, given the difficulty that many indigenous people face in providing 100 points of identification

Although Westpac did not have a major role in FIM's original design, staff were able to influence the development of FIM via Westpac Fellows seconded to Cape York Partnerships. In this capacity, Westpac secondees were able to influence the evolving shape of FIM programs based on their experience on the ground. Moreover, the placement of these secondees with community experience provided an alternative viewpoint within CYP. The process of determining what would work best in communities became



more contested: there were more voices about what communities wanted and the voice that had the connection to the local community regularly prevailed.

INSIGHT FOR GOVERNMENT

During the rollout of FIM, CYP benefited from the commercial capabilities and pragmatism of Westpac. However the dynamics of the relationship between Westpac and CYP at the time was also crucially important. Corporate organisations like Westpac often have more flexibility than government in how they let their staff be deployed and are more inclined to play an “enablement” versus “ownership” role. Furthermore, corporate organisations are more able to adapt to execution challenges as they are not wedded to a particular course of action because of a prevailing policy position.

Corporate partners have also benefited from the relationship

Westpac’s involvement in FIM enabled it to develop learnings systematically within the organisation about how to improve its relationship with the community and with its own business:

- Westpac developed the Manage Your Money Program based on its initial results from the FIM pilot. Over time, the bank has defined the program and rolled it out more broadly into schools and the general community
- Promoted cultural awareness in branches with high indigenous populations
- The bank has started work-based traineeships in branches with high indigenous population and encouraged indigenous employment in those areas

Until Westpac commenced its engagement in the Cape, it viewed banking services as typically a 1:1 relationship. The capacity to run more communal banking where multiple people feed into an account was very challenging for Westpac because it was a thinking, technology and risk problem. Every element of the service pushed a lot of problem solving back into the organisation. This experience developed a more responsive way of thinking in the bank; culturally it changed the way people thought about problems to be solved.

Furthermore, Westpac’s work in the communities unlocked a lot of new opportunities that Westpac did not know existed. For example, BT was able to work with land councils to enable them to earn a better return on their royalty income.

“The engagement has given Westpac fantastic insight into what seemed like good ideas developed in head office and normalised for the whole of Australia but that did not work on the ground (e.g. seeing individuals hand over keycards to strangers). This personal experience drove changes in the way banking is delivered to remote communities, not just Aboriginal (e.g. how do you make cash available, make simple online banking accessible, etc.)”³¹

Learnings for future rollouts

After eight years of operation in the Cape, it is clear that at a policy level FIM could be rolled out in other remote communities around Australia. However, there are useful lessons around the execution of the program from the Cape experience.

1. The overall objective of FIM needs to be clear from the outset

According to one senior stakeholder, the objective of FIM should be “self-sufficiency and the ability to manage money by saving into special purpose accounts with the ability for family members to jointly contribute”. The “self-sufficiency” dimension of this objective is crucial and should drive staff training and flexibility in the manner of engagement when a FIM program is rolled out into a community.

³⁰ 2005 FIM Review by FaHCSIA

³¹ Senior Stakeholder, Westpac

2. Local FIM staffing should remain constant

According to Westpac's Project Manager in Cape York, FIM has been most successful in the two communities that have had consistent staffing over the last eight years: Coen and Mossman. In particular, Mossman had local indigenous staff from its inception, some of whom are still working there. Coen had the same FIM staff member for the first seven years; she had a close association with the community. As a result, Coen saw higher penetration and greater achievements. Although it does not entirely explain the lower success level in Aurukun, that community has had a procession of staff during its operation and the FIM results are not as good.

3. Staff members must receive comprehensive training that is aligned to the objectives of the FIM program

It is essential that FIM is managed as a program that provides specialised support to individuals and families, and that it is not perceived as a generalist advisory service (for example, by liaising with Centrelink on the participant's behalf). If FIM is to achieve its broader objectives of improving people's lifestyles, staff need to be trained to proactively promote these objectives. In particular, it is important for FIM staff to better engage households – rather than individuals – in honest discussions about how FIM can help everyone. FIM's effectiveness in a household can be undermined by destructive individuals who do not want to participate. Moreover, there is scope for staff to better engage participants in the broader support toolkit that Cape York Partnerships offers, such as directing funds towards Student Education Trusts.

4. Refine the FIM product to ensure effective isolation of savings

When most FIM accounts were migrated from the General Ledger model to the mainstream banking platform in 2007 (because it was labour-intensive and susceptible to fraud), FIM clients were able to access their funds more freely by:

- Withdrawing cash in EFTPOS transactions
- Transferring money between their savings and discretionary accounts via telephone or internet banking

The difficulty of accessing funds immediately is critical to affording protection for individuals against humbugging and succumbing to spontaneous temptation. Westpac is currently examining a product solution that addresses this challenge.

5. Engage the right people from the start

Senior women in the community can set an influential precedent through their participation in FIM.

“It took communities around two years to start to understand that if they dealt with their money in a different way, they could get a different outcome. In both communities [Mossman Gorge and Aurukun] it took the participation of several older women to achieve that outcome. Their example of purchasing a fridge, paying for a funeral and sending their kids to school gave FIM momentum.”³²

³² Senior Stakeholder, Westpac

6. Balancing flexibility in the rollout process with a certain level of standardisation to ensure the model is scalable and leverages best practice

Flexibility is required in the design and implementation of FIM because of the cultural and social vicissitudes of remote communities. Getting the community engaged and finding a way into the community needs to be approached on a case by case basis. In 2002, a Project Manager was appointed to manage the rollout of the FIM pilot and the initial philosophy was that each of the sites should develop independently.

However, there are challenges in a completely decentralised approach. While these variances may be manageable across a small number of sites, expansion of the model into other communities

can become problematic. Subsequent efforts to standardise the program can meet resistance in certain communities, because they are accustomed to their own way of doing things. For example, each of the FIM communities has a different way of managing the food account. In some communities there were arrangements with the store that it knew they would be paid by FIM. In other sites there were vouchers.

A certain level of consistency is necessary, particularly with regard to clarity around the main objectives of the program and consistency in the areas of staff recruitment, retention and training. The coordinating entity should regularly monitor the implementation of the program across different sites and ensure learnings across sites are also being leveraged.

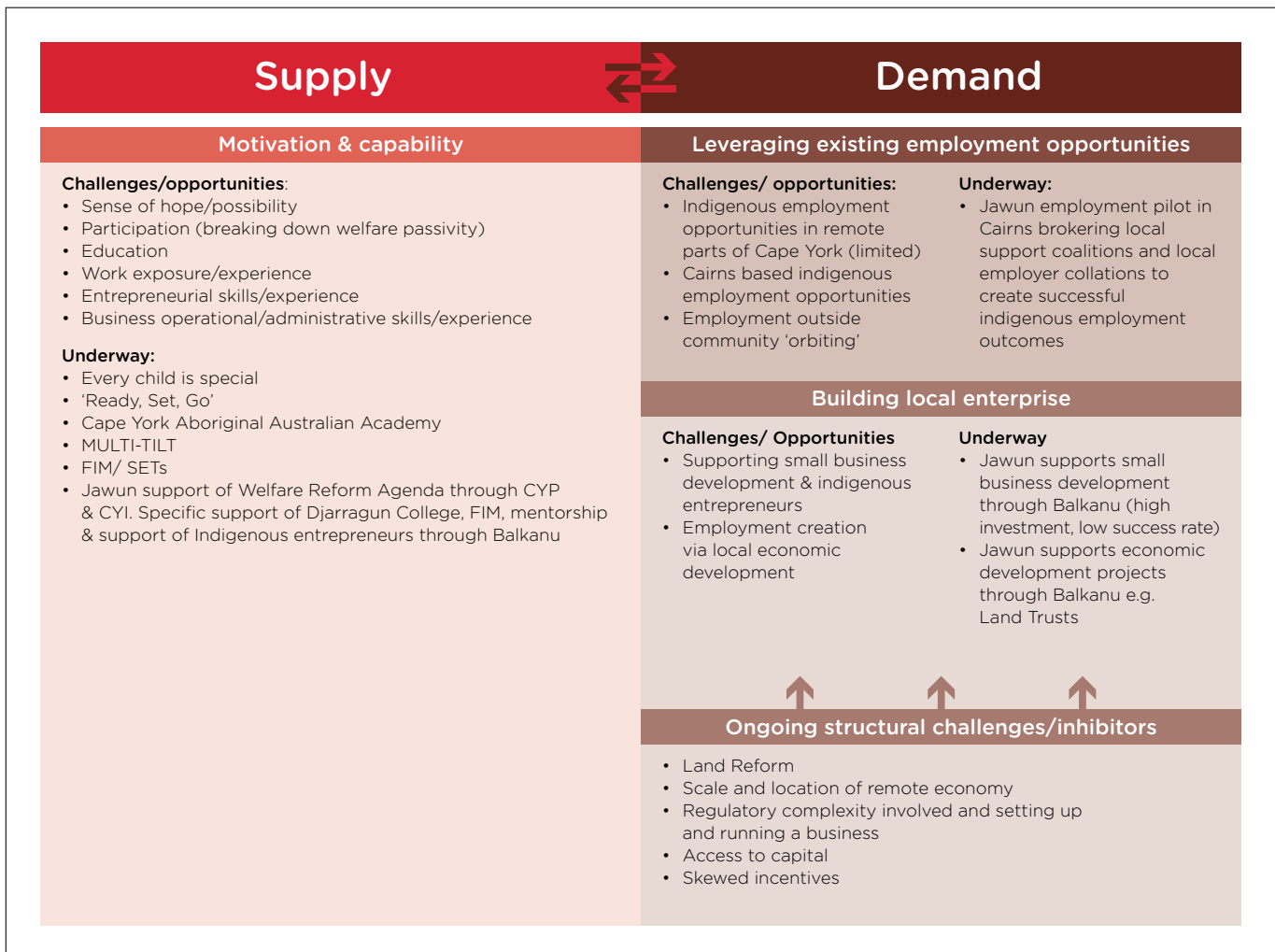


B. CHALLENGES IN BUILDING ENTERPRISE IN CAPE YORK

Introduction

Building sustainable enterprise in Cape York that generates employment opportunities for indigenous people lies at the heart of the Welfare Reform Agenda. Under the agenda, individual engagement in the economy should be promoted and passivity reduced. All able-bodied people should be employed in real jobs or be participating in education or training, either in the communities or elsewhere.

At its inception, the founding Board members of Jawun (or IEP as it was then known) agreed that this objective of sustainable economic development could only be achieved by addressing the broader societal factors that influence enterprise creation and development and the capacity and motivation of individuals to engage in the labour market. The diagram below sets out some of the drivers that stimulate enterprise creation and growth, which in turn create employment opportunities for individuals. It also identifies the factors that enable individuals to capitalise on those opportunities.





Jawun, its corporate partners and indigenous Regional Organisations (IROs) have worked to develop the local economy over the last 10 years. This work has involved:

- Jawun's secondment program (five weeks), in which secondees from organisations such as Westpac, The Boston Consulting Group, KPMG and IBM have worked with Balkanu and individual enterprises to conduct feasibility studies and develop business models for potential business ideas and provide direct advice and hands on assistance to entrepreneurs
- The Westpac Fellows Program, under which Westpac employees are placed with an IRO in the Cape for 12 months

Example 1: Westpac fellowship program

A Westpac secondee to Balkanu has been providing extensive business advisory support to local farmers in the Cape York region. His support has been crucial in helping the farmers to gain access to capital, improve their financial management and also to facilitate their access to new markets in Cairns.

"The fellowship arrangement is a much better model because you need that kind of relationship built up and the longer term understanding ... and the corporate knowledge within Balkanu ... they know the history of what people have wanted to do."³³

- Balkanu's day-to-day support of entrepreneurs, including
 - Brainstorming and developing new business ideas
 - Supporting individuals interested in business development to create and pursue their own business ideas
 - Mentoring indigenous management of enterprises and providing specialist management advice

Example 2: Cairns to Cape Mentoring Program

Balkanu operates the "Cairns to Cape Program", an initiative which brokers connections between Balkanu's client businesses in Cape York and successful, long-standing enterprises in Cairns.

Distilling 10 years of experience: Jawun's key learnings

This extensive engagement with the local economy has yielded important insights into the effectiveness of different economic development models and the obstacles that need to be overcome to grow sustainable enterprise in Cape York for the long term.

The slow progress of economic development in Cape York and the low level of skills and education have created an underwhelming atmosphere in many of these communities.

As a Jawun Board member notes, these places lack "a great sense of possibility ... Low expectation kills lots of opportunity; it is the cancer of these communities"

1. Low education levels prevent many indigenous people from entering the labour force, but local regional organisations are working to address this in Cape York's younger generation

The education outcomes of indigenous students across remote Australia are well below those of non-indigenous students. Poor education outcomes have causes in a student's cultural background or socio-economic status; in remote Australia this is compounded by poorly performing schools and poor quality teaching. This has had a detrimental impact on the local economy in several ways:

- Many indigenous students leave school early but do not pursue immediate economic engagement through an apprenticeship or full-time employment
- Few indigenous students that do finish high school are interested in developing their own businesses in the Cape
- Even fewer students progress to university and return to the local community

Consistent with Jawun's founding recognition of the importance of a broader societal response to developing the local economy, local regional

³³ Senior Balkanu Stakeholder

organisations are today pursuing a raft of programs to improve educational outcomes for students in Cape York. In particular, Cape York Partnerships is currently managing the following initiatives:

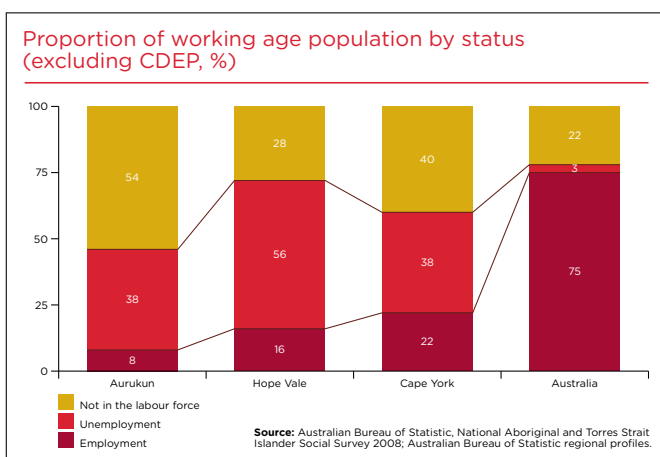
- Every Child is Special
- Ready, Set, Go
- Cape York Aboriginal Australian Academy
- MULTILIT
- SETs

See the Education section of the Cape York Partnerships' website for further information on these programs:

<http://www.capeyorkpartnerships.com/education>.

2. Low employment levels mean few individuals have developed on-the-job learning required to successfully manage a business

The chart below illustrates that unemployment rates among the working age population in Cape York are significantly higher than the Australian average.



This broad lack of engagement in the workforce inhibits the development of individuals' understanding of the economy and the role of an effectively functioning business.

A senior Cape York Institute Stakeholder, notes:

“The emergence of entrepreneurs is dependent on upfront engagement in the labour market and observation of employers by employees over time”.

A senior Balkanu stakeholder agrees:

“Being job ready is one thing but being ready to run a disciplined business is a huge challenge for anyone, much less people in remote communities.”

There are few capable individuals who are motivated to develop a business successfully in Cape York. Furthermore, those individuals that are involved in business often lack the formal training, qualifications and experience to manage a company successfully. For example, a common oversight by indigenous entrepreneurs is complying with basic taxation requirements. Many indigenous enterprises fail to regularly complete a BAS statement.

Sometimes these enterprises have refused expert assistance from organisations like Balkanu, to their detriment.

Example 3: Western Cape Earth Moving

Western Cape Earth Moving was a profitable enterprise that provided earth moving services to Comalco. Although the Board comprised a large number of indigenous people experienced in the industry, most lacked management experience and expertise. Moreover, there were some clan politics that affected the Board's operation. There was very little independence.

Over time, management broadened WCEM's business activities into areas that it was less experienced in (e.g. road building). The business struggled to compete in the open market in an industry that it did not fully understand. Management continued to resist Balkanu's offers of support. Ultimately the company entered receivership.

In many of his discussion papers, Noel Pearson highlights the importance of enhancing the capabilities that exist within indigenous communities so that people can become “mobile”. In turn, “mobility” means that people then have the option of engaging in both local and non-local employment.

Given the very real structural challenges and disincentives with building real economies in the remote communities of Cape York, Pearson endorses the idea of people “orbiting” outside of the community to gain experience and enhance their capabilities elsewhere and then return to home base again.



Jawun is currently sponsoring an employment pilot in Cairns to support indigenous job seekers in obtaining employment opportunities in Cairns. This local employment approach seeks to provide the support that is absent from the standard approach to employment, so that it is more appropriate for indigenous job seekers. Furthermore, a local Employment Broker has been appointed to build coalitions of local community support organisations and local employers to facilitate more positive employment outcomes for indigenous people in Cairns.

Section 2 of this report entitled 'A Place-based Approach to Indigenous Employment' explores the emerging learnings and insights of this approach looking in detail at the employment pilot currently underway in Shepparton.

3. The characteristics of the local economy inhibit sustainable business development

Approximately 10-15 thousand people live in Cape York – a region whose size is analogous to Victoria. As a Jawun Board member observed, the scale of this economy is too small to create a “virtuous economic cycle”. The geographic isolation of the small communities dispersed throughout the peninsula inhibits the growth of tourism and the attraction of other industries to the region. It also translates to higher costs of goods and services, and an inflated cost base for businesses that seek to compete domestically and internationally. A Jawun Board member comments:

“You cannot run a bakery on 300 loaves of bread a day.”

4. Welfare reform needs to properly remove the “welfare pedestal” that encourages people to obtain welfare and remain on it

Due to a combination of the size of payments, the structure of the program, and the net effect of other welfare payments, a person can actually benefit more financially through being on CDEP rather than investing in their future through study or entry-level employment.

This has resulted in some evidence in Cape York of a lack of take-up of the limited, but available opportunities for indigenous employment that have been generated.

Example 4: Fruit-picking jobs go untaken

Some fruit-picking operations in the Cape have much difficulty obtaining sufficient labour. These vacant opportunities highlight the distorted incentives for some welfare recipients. Assuming a position for a fruit-picker requires 60 hours of work per fortnight and pays \$12 per hour before tax, the marginal benefit for a person receiving \$400 in welfare income to take up employment is approximately \$4 per hour.

“Without a firm appreciation of the opportunity cost of money we are not going to tackle passive welfare. Until people are able to understand a particular expenditure can be equated back to a pay packet and how much effort has gone into that pay packet, our ambitions around defeating passive welfare will be frustrated.”³⁴

5. Many indigenous enterprises cannot access capital

Many businesses in Cape York have difficulty accessing finance because they fail to meet the pre-conditions required by commercial lending entities.

This difficulty is a function of several factors:

- The ability of new enterprises to achieve a market based financial return is mixed
- A substantial, complex regulatory burden can thwart entrepreneurial ambition
- Local factors have historically driven low labour productivity
- Insecurity of property rights undermines investment
- There is an asymmetry between a disparate pool of potential investors and the businesses that require investment



INSIGHT FOR GOVERNMENT

Indigenous Business Australia (IBA) is a government-owned organisation that “promotes and encourages self-management, self-sufficiency and economic independence for Aboriginal and Torres Strait Islander peoples”. However, some stakeholders have questioned the effectiveness of IBA and providing finance to enterprises that are typically overlooked by mainstream financial institutions. They note the high burden of compliance and “bureaucratic” processes that dissuade many enterprises from seeking finance. In particular, many indigenous entrepreneurs are offended by the requirement to prove Aboriginality.

For example, a Kowanyama fencing contractor attempted to raise \$10,000 from IBA to upgrade tools and equipment, but he abandoned the effort because he found the paperwork too onerous.

“How can we actually get capital that’s not going to take months or a year or more to turn it around? It’s quite clear the ILC and IBA models and government grants only work for big projects like the Mossman Gorge, but if you are a young family wanting \$50k it would cost that amount of money to get it. That cost is actually Balkanu’s support. One of the things we’ve found is that government will fund projects; but they don’t realise what it actually takes to get from an idea to a project and they don’t fund that gap.”³⁵

6. Collectivist indigenous enterprises have had mixed success; the balance between the benefits of communalism and the successful features of capitalism must be weighed carefully

There is some evidence of successful communal enterprise in Cape York, but these limited examples must be weighed against the failed attempts by local government to create collective enterprises, potentially because of:

- A lack of clear accountability within the group
- Insufficient management experience within the collective

“We have not confronted some of those questions about ... ownership and the clash between communalism and the imperatives of capitalism ...

The assumption that you can only achieve success in a communal way is destructive.”³⁶

INSIGHT FOR GOVERNMENT

Public management of enterprise has routinely failed

The takeaway shop in Hopevale operated successfully until it was handed to Council. Under the Council’s management, the shop ran up significant debts. A new, private owner restored the shop’s financial position before returning it to Council. However, Council mismanaged the cafe and it has since been closed for five years.

Similarly, the Edward River Crocodile Farm commenced as a Commonwealth-funded project in 1969. In 1983, commercial viability was proven. Under current management, the Crocodile farm has incurred significant debt and is barely covering variable costs. According to conservative projections, the Crocodile farm is yet viable with new management and working capital. Both the Enterprise and Farm Manager lack the capacity or experience to manage strategic management, capital allocation and other implementation issues.

Communal enterprise has occasionally been successful where ownership is held collectively but management is conducted separately. For example, the Lockhart River cabins are owned by the community but the enterprise is run by expert, independent managers. Collective enterprise does have the benefit of allowing a diverse pool of interested people who individually lack the capability to start their own business to still engage in entrepreneurialism.

Moreover, the communal nature of enterprise may be more appropriate to certain types of enterprise, such as land management.

Balkanu and other regional organisations could potentially focus more closely on this ownership and management model.

³⁴ Senior Stakeholder, Cape York Institute

³⁵ Senior Balkanu Stakeholder

³⁶ Noel Pearson, Indigenous Leader

7. Intense mentoring of individual indigenous business persons can be an effective mechanism for developing indigenous entrepreneurs but it is highly resource-intensive.

Willie Gordon is the manager and owner of Guurrbi Tours based in Cooktown, a highly successful and well-recognised tour guide company. Willie launched Guurrbi Tours in 2003, operating on a very limited budget, with no government funding. Today Willie's Aboriginal tours are recognised as amongst the best in Australia, and his small business has received a host of accolades, both locally and overseas.

Willie's success underscores the importance of entrepreneurial initiative and ambition that is broadly lacking in the Cape.

"You still need the individual to sit down and rub the sticks together and sweat in the hot sun until you get the spark."³⁷

Furthermore, Willie's success has been partly driven by the extensive and ongoing mentoring from Judy Bennett, his business partner. Similarly, the fellowship model of support brokered by Jawun, in which a long term secondee from Westpac is seconded to the Cape to provide longer term mentoring and support, has been highly effective in empowering local indigenous entrepreneurs (see Example 1: Westpac Fellowship Program). Whilst the nature of this engagement has various benefits compared to the more ad-hoc, short term provision of support for activities like developing business plans, this investment is relatively more expensive.

A key challenge is to identify effective ways to leverage the nature and quantum of this support beyond the individual entrepreneur, such that this entrepreneur becomes a role model in the broader community. In some cases, despite being successful, intense support of individuals can be counterproductive unless the broader community also supports the journey and sees benefit coming back to the community.

"We've narrowed our focus on the individual and most times when the individual is not as strong as Willie is we find that we get frustrated because of other pressures in the community; they haven't got

agreement with the mob; they get affected by the jealousy, they decide to pull the pin – all of our effort has gone – it's all about support structures..."³⁸

8. The role of "social enterprise" in Cape York should not be underestimated, and should arguably form part of Balkanu's mandate

Some stakeholders emphasise the importance of social entrepreneurialism in building the Cape's economy. Social enterprise involves the manager of a business broadening his/her focus to consider the social impact of his/her company's operations and the social return on the investment.

"As leaders of my community what can I do to change the way that we do business."³⁹

On one interpretation, social enterprise could also involve Balkanu providing its expertise and support to individuals who pursue a business idea not simply on pure economic merit alone. The idea is that the broader social benefits of participation and engagement in the economy should also be considered alongside the hard economics of the enterprise.

"Balkanu's philosophy around social entrepreneurship is that we never say 'no' ..."

"There's no point providing support if that person hasn't put up their hand - that's welfare - that's proven failure - they have to have skin in the game they have to have the drive - when they have made the decision to do it - the worst thing that could happen is for the council, government or Balkanu to knock them back..."⁴⁰

However, given Balkanu's resource constraints and the cost of providing the required support to individual entrepreneurs, the challenge is in stimulating this type entrepreneurial activity in an efficient but impactful way that balances the economics with the potential social benefits.

INSIGHT TO GOVERNMENT

Some stakeholders believe that we have not properly examined "the basic economics of economic development in remote indigenous communities". There are two categories of business in remote communities: There's one category of



business which may well be self-sustaining in a normal way due to natural demand and other factors. There is another category of business which is not sustainable in Cape York even though businesses like it would be sustainable elsewhere. In the latter case, if a broader social benefit exists, the government and others will then need to decide about subsidies.

According to one stakeholder, the outstanding question is:

“Can we systematically work through the variety of subsidy mechanisms and what incentives they create, what risks they transfer/don’t transfer, and what behaviours they create along the way for economic development.”

9. Complexity and quantum of land regulation is limiting the development of enterprise

A patchwork of land estates exist and interact in Cape York, including freehold, Aboriginal freehold, Deed of Grant in Trust (DOGIT), mining tenure, pastoral (and other) leases and various conservation reserves. Additionally, a complex planning regime regulates and restricts development occurring on Cape York through legislation such as the Sustainable Planning Act, the Cook Shire Council Planning Scheme and the Wild Rivers Code.

“We have got to have more far-reaching land reform that enables private ownership.”⁴¹

Formal development applications are necessary for many types of development. Obtaining legal certainty in regard to land tenure continues to be a particularly challenging issue for start-up businesses.

Example 5: Pormpuraaw Motel

Pormpuraaw Motel in south western Cape York proposes to build motel cabin-style accommodation to address the undersupply of accommodation facilities in the community. There is a frequent surplus of guests (80% government workers) that are unable to be accommodated who often have to reschedule their work/travel plans around the availability of accommodation. The proposed site is land that is subject to a deed of grant in trust, which is inalienable. As a result,

the company could not offer the land as collateral for debt financing. Instead, the motel is currently undertaking a more drawn out process which involves seeking debt and equity funding from a suite of government investors.

10. Other regulatory complexity is limiting economic activity

Housing

- The ease with which housing can be developed varies according to the zoning of the land in question
- Various building codes and standards must be complied with

Environment

- Multiple statutes have been propagated with the purpose of conserving Cape York’s environment; for example, the Environmental Protection Act 1994, Water Act 2000, Fisheries Act 1994, Cape York Peninsula Heritage Act 2007 and Wild Rivers Act 2005. These statutes often indirectly limit building and development in applicable areas
- The clearing of native vegetation for development is greatly restricted by the Vegetation Management Act 1999, which presents difficulties given the density of native vegetation cover across Cape York

³⁷ Gerhardt Pearson, Balkanu

³⁸ Gerhardt Pearson, Balkanu

³⁹ Gerhardt Pearson, Balkanu

⁴⁰ Gerhardt Pearson, Balkanu

⁴¹ Noel Pearson, Indigenous Leader

Example 6: Lockhart campground

A group of entrepreneurs in Lockhart River proposed to develop a camping ground by the wharf. However, the group spent approximately three years negotiating the various legislative requirements that affected the proposed development. At the end of this period, the state government advised that the proposal could not proceed because of new legislation relating to the coastline that prohibited development within 500m of the beach. As a result, the group decided not to progress their idea any further.

Closing comments

The learnings of Jawun, local regional organisations and corporate partners in seeking to develop sustainable enterprise in Cape York emphasise the complexity and difficulty of the challenge. Growing sustainable businesses in a small, geographically remote location, which is saddled with low-growth structural factors, endemic labour force challenges and large capability deficits, is extremely challenging.

Initiatives to improve the educational, health and social outcomes of the next generation of Cape York augurs well for the region's long term economic viability, but a refreshed approach can do more to support and develop opportunities for the current workforce.

The need for a multi-faceted, multi-stakeholder approach to the challenge is underscored by the quantum of government investment that will be made in Cape York over the next 10 years. Such significant investment will create opportunities to address the challenges that Jawun, its corporate partners and local regional organisations have encountered over the last 10 years.

APPENDIX



List of People Interviewed and/or Surveyed for this Report

STAKEHOLDER NAME	ORGANISATION	STAKEHOLDER NAME	ORGANISATION
1. Ah Mat, Richie	Indigenous Leader	34. Raffi, Ben	BCG
2. Andrew, Michael	Jawun Board	35. Raffin, Luke	BCG
3. Banerjee, Subho	Ex BCG	36. Rimmer, Ben	Ex BCG
4. Baylis, Karyn	Jawun Staff	37. Roediger, Anthony	BCG
5. Berg, Tony	Jawun Board	38. Rothfield, Steven	Jawun Board
6. Bowman, Greg	Balkanu Development	39. Scott, Mark	Westpac
7. Buchanan, Ben	BCG	40. Sherry, Ann	Jawun Board
8. Burt, Tony	IBM	41. Sugden, Susie	BCG
9. Carter, Colin	Jawun Board	42. Tudge, Alan	Ex BCG
10. Chaney, Kate	Wesfarmers	43. von Oertzen, Tom	BCG
11. Coates, Murray	Jawun Staff	44. Williams, Tammy	Jawun Board
12. Cooke, Brad	Jawun Staff	45. Wilson, Geoff	KPMG
13. Croker, Chris	Jawun Consultant	46. Winer, Mike	Cape York Institute
14. Curran, Jackie	Jawun Staff		
15. Denigan, Bernardine	Cape York Partnerships		
16. Gordon (Dr.), Sue	Jawun Board		
17. Hanlon, Peter	Jawun Board		
18. Hughes, Anne	Jawun Staff		
19. Hughson, Lyndal	Jawun Staff		
20. Hunter, Catherine	KPMG		
21. Iles, Stephen	Cape York Institute		
22. Kahlil, Magda	Jawun Consultant		
23. Kamener, Larry	BCG		
24. Koci, Vit	Westpac		
25. Lindgren, Georgia	KPMG		
26. Love, Ross	BCG		
27. Manzini, Rose	Jawun Staff		
28. Myer, Rupert	Jawun Board		
29. Naidoo, Bhavani	KPMG		
30. Neill, Melissa	Jawun Staff		
31. Paterson, Graham	Westpac		
32. Pearson, Gerhardt	Indigenous Leader		
33. Pearson, Noel	Indigenous Leader		

CORPORATE & PHILANTHROPIC PARTNERS.

Corporate:



Philanthropic:



Government:



Meaning of Our Name and Logo:

Jawun is a word meaning strong friendship in the Kuku Yalanji language. Our logo represents Indigenous markings for meeting place. Together, our name and logo reflect our key aim to bring corporate, philanthropic and Indigenous organisations together to build the

capability of Indigenous people and organisations across Australia. In 2010, Jawun approached Ivy Minniecon & Cassandra Cairns to depict our logo on canvas. Ivy is an Indigenous artist based in Cairns and comes from the Kuku Yalanji people of Mossman Gorge.





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