Local Decision Making Strategy

Ground Up Monitoring and Evaluation

Interim Report

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Contents

Acknowledgements

Key Insights

Emerging Monitoring and Evaluation Research – Kalkaringi and Alice Springs Town Camps

- Good local decisions were most often described as being made respectfully and thoughtfully as a collaboration between Aboriginal and non-Aboriginal people under Elder authority

- In both project sites, the LDM policy has been able to engage vibrant practices of local decision making which extend through existing forms of traditional governance and government governance practices

- The LDM policy has been seen as an opportunity for government to work collaboratively with local people and organisations to formalise and enhance these existing practices

- Three interdependent forms of governance were seen to be at play in Kalkaringi – practices of democratic governance associated with local government and community development, governance of and through social enterprise associated with the Gurindji Aboriginal Corporation and LDM, and traditional governance associated with Gurindji Elders. Good local governance and decision making were seen as emerging through the appropriate and ongoing interrelation of all of these differing forms of governance.

- In Alice Springs, it was emphasised that current LDM policy practices are needing to find their way amidst clear memories of other policy changes and failures (e.g. between different communities and different government agencies) which produce caution as well as profitable negotiations within current LDM discussions.

- The careful negotiation and flexible design of LDM governance documents was seen as assisting in the smooth functioning of local-government and within government relationships and collaboration at both sites. Maintaining 'live' documents and sets of related practices may support beneficial and appropriate outcomes on the ground over the long term.

LDM Monitoring and Evaluation

- LDM is seen as taking place within diverse networks of individuals, groups and institutions which comprise NT ecologies of local decision making. The health of these ecologies is the concern of LDM Monitoring and Evaluation

- As new LDM practices begin to emerge, certain networks of decision making and service delivery are becoming strengthened and affirmed, while others may change or lose significance. Questions around what is being left out, or deprioritised, are as significant to M&E work as what is being created or strengthened.

- Responsible M&E was seen as needing to engage with both identified projects in particular places, as well as the effects of LDM within broader governance ecologies (including other communities, other agencies and other modes of governance)

- Locally-led M&E practices need to be practical and useful on the ground, as well as engaging with the multi-level partnerships between local people, government, non-government and Aboriginal organisations which characterise LDM. M&E which connects with these

partnerships has the capacity to support iterative improvement of organisational practice, and working collaborations between these groups.

- In processes of data collection, narrative formats were valued and seen as allowing for the processes and specificities of Aboriginal knowledge and governance practices to become visible in the context of government work.

- Exchanging stories was often described by both local researchers and government staff as a way to strengthen local LDM practices by learning from what is being done elsewhere, as well as by learning from others strengths, challenges and solutions to complex intercultural problems.

Key M&E differences across project sites

- The two sites engaged in this LDM M&E project presented very different approaches to engaging with government around LDM, and described very different processes for pursuing local decision making through the policy.

- This also extended to differences around how local organisations wanted to develop processes for monitoring and evaluating LDM initiatives and practices as they develop.

- In work carried out with the Gurindji Aboriginal Corporation in Kalkaringi, the M&E focus has been on local enterprise and community infrastructure development as outcomes of local practices supported by the LDM policy.

- In initial work with Tangentyere and others associated with Alice Springs Town Camps LDM activities, M&E discussions were focussed on practices of negotiation and agreement making that accompanied the establishment of key LDM priorities. Later this developed into an interest in tracking practices and effects of the LDM Heads of Agreement and Wellness Framework.

- These differences point to the significance of any M&E activities being able to adapt to local situations, priorities and criteria of success, including a focus on both specific projects and broader policy practices and assumptions.

- Indigenous authorities in both places saw value in generating processes of 'message exchange' as part of LDM M&E work, enabling stories, feedback and information to circulate within networks of people and government and non-government organisations involved in LDM activities.

- In Kalkaringi, this saw local researchers becoming involved in processes of interviewing and story gathering so messages from the ground could be shared with government and others. In Alice Springs, the initial emphasis has been on how government can share stories and in the other direction, passing feedback to members of Tangentyere council who would then respond.

- Such differences also point to ways in which LDM M&E may become embedded in policy networks and collaborations over time, and the different processes through which M&E outputs may be shared and responses developed within particular local networks and ecologies of decision making.

Executive Summary

The Department of the Chief Minister, Northern Territory Government, engaged the Ground Up team at the Northern Institute, Charles Darwin University, to support the development of locally-led monitoring and evaluation processes to accompany the NTG's Local Decision Making (LDM) strategy. This work has taken place in two projects sites – Kalkaringi and Alice Springs Town Camps, and has drawn on considerable experience of this team with other collaborative Monitoring and Evaluation work in remote communities across the NT.

The purpose to the project was to:

- develop processes for reflecting on and improving LDM collaborations as they proceed
- articulate strengths and challenges emerging in the development of new LDM agreements, organisations and service delivery networks
- learn about and negotiate productive ways to embed Monitoring & Evaluation (M&E) in collaborative work between government and local organisations and individuals
- recruit and support local researcher development and employment opportunities

Employing a research approach that we call 'Ground Up', we worked collaboratively with members of the Gurindji Aboriginal Corporation, and local researchers in Kalkaringi as well as staff of Tangentyere Council Aboriginal Corporation and local researchers in Alice Springs to begin developing processes for Monitoring and Evaluating the NTG Local Decision Making (LDM) Strategy relevant in these places. These sites offer detailed case studies of early M&E development in particular places, and highlight how this work may be carried out quite differently in different locations.

Ground Up research and evaluation develops tools, methods, understandings and practices appropriate for the people, places and organisations with whom we work. It takes seriously at the outset, the authority and sovereignty of Aboriginal knowledge authorities and elders and their various places, and work collaboratively with them to design, undertake and evaluate research and service delivery from the ground up. Interpretive work – where possible – engages both traditional Aboriginal knowledge and agreement-making practices, and those of government and non-government organisations, and universities.

For this project, initial work began in July 2019, with scoping research being carried out in the second half of the year, and more substantial on-ground research beginning in early 2020. The continuation of planned on-ground work through Mar-Jun 2020 was disrupted by COVID-19, and placed on hold. Work resumed in Aug-Sept 2020.

LDM Monitoring & Evaluation – Framework development

The guiding vision of LDM as outlined in the DCM strategy documents is "Aboriginal people determining their own futures" (NTG, LDM Policy Framework, 2019). In practice, this is likely to mean quite different things in different places, and involve quite different forms of negotiation, collaboration and governance arrangements.

The purpose of this project has been to support the development of locally relevant tools, networks and processes for monitoring and evaluating the conduct of NTG LDM policy practices. We've found

that these tools and methods should be able to be mobilised by *people on the ground*, in ways which are right for the them as they gradually expand their LDM activities over time. It has also become clear, that as LDM activities often arise within complex networks of collaboration involving government and non-government stakeholders, M&E tools and processes should also have the capacity to support iterative improvement in these relations of engagement and coordination arising between local, government and non-government groups and organisations.

In beginning collaborative work around LDM M&E, there was a strong insistence by those we worked with, that LDM was finding its way amidst established traditions of local decision making maintained by Indigenous Elders and groups, as well as amidst established practices of governance and decision making already being enacted by local, government and non-government organisations.

We have found it productive to conceptualise the LDM policy, and any associated M&E activities, as participating in existing and changing *ecologies of governance and local decision making*. We also respond to the suggestion of project participants, that good local decision making is not a one off event, but depends on healthy networks of collaboration which need to be maintained and attended to. Seeing LDM as a particiapant in broad ecologies of governance, and as extending through diverse networks of practice, helps to keep a track of transitions that are happening locally, but which impact and are impacted by these broader concerns. It also enables flexibility in LDM M&E activities where some places will prefer to turn their attention to immediate and tangible project outcomes as the basis of evaluation work, while others are more interested in tracking indicators of long term systemic change.

Due to the impact of COVID-19 shut downs, and the pace of work as requested at each of the two sites, to date we have spent more time working with the Gurindji Aboriginal Corportation and local reseachers in Kalkaringi, than we have working with Tangentyere Council Aboriginal Corporation and local researchers in Alice Springs. Reflecting this difference, in the report that follows there are insights provided from work in both sites, however, proposed M&E tools and processes listed in the LDM M&E framework are drawn from a broad array of M&E activities locally developed across the Territory.

LDM M&E research work is ongoing in both sites, and just beginning in the East Arnhem region. This continuing work will support the enrichment of the LDM M&E framework, and the growth of available and differing locally negotiated M&E tools and approaches. In all instances, these approaches are designed to be embedded in the everyday life of the LDM policy in particular places, while offering the opportunity for reflection on current working practices, organisational arrangements and emerging ecologies of local decision making.

PART 1: Community Reports
Kalkaringi

Emerging Insights

- There are strong relationships of mutual understanding and support between the Gurindji Aboriginal Corporation, and government departments, other partner organisations, and community members. Specifically at the regional level through the NTG Big Rivers team.
- The principles and practices of LDM are seen by members of the Gurindji Aboriginal Corporation to clearly align with aspirations of the Corporation, and their aspirations for development in Kalkaringi.
- LDM in Kalkaringi has proceeded by starting with the strengths of the corporation (e.g. construction, housing, jobs, business activities) before beginning to branch into other areas of operation.
- LDM activities in Kalkaringi intersect in significant ways with other forms of local governance; specifically, traditional governance of lands and local government community development practice.
- There is an identified interest by both NTG staff and Gurindji Aboriginal Corporation board members in the production of professional short (sharable) videos making visible activities and impacts associated with LDM.
- There is interest in continuing to work in partnership with an external agency supporting M&E activities, in order to harness their skills and to continue to maintain GAC's sustainable workload.

Summary of the Project

Research in Kalkaringi was carried out in partnership with the Gurindji Aboriginal Corporation (GAC) and involved collaborative work between a team of local research team working under the guidance of Robert Roy 'RR' (senior Gurindji man and GAC coordinator) and CDU researchers (Britt Guy, Michaela Spencer and Michael Christie). Initial engagements occurred at the 2019 Freedom Day Festival in Kalkaringi, and at the Gurindji Aboriginal Corporation strategic planning meeting held in Katherine in October 2019. During a subsequent visit to Kalkaringi in February 2020, the local research team was engaged and started initial collaborative work and discussion with some GAC board members and others in the community.

It was agreed that LDM M&E work in Kalkaringi would be focused around established and emerging projects facilitated by the Gurindji Aboriginal Corporation, working relationships between NTG and the corporation and community outcomes achieved through the LDM process and associated activities. Also, that on-ground research would involve semi-structured interviews with Gurindji Aboriginal Corporation board members, community members and senior authorities.

Continuing development of this approach has been supported through discussions with Jess Powter and Kallum Peckham-Mckenzie (DCM, Katherine) and Phil Smith and Robert Roy (Gurindji Aboriginal Corporation). During COVID-19 travel bans, there was continued communication with the local research team, although planned research visits were not possible. The CDU research team carried out a series of semi-structured interviews of relevant government staff (NTG and NIIA) and other

stakeholders (see Appendix 1 for report). Further work is continuing with the local research team, developing processes for gathering and sharing stories from the ground and working towards the achievement of research micro-credentials recognising their skills and expertise.

Local Research Partnerships

Initial work was supported by a new team of researchers working in Kalkaringi. While there is not a dedicated research centre or organisation in Kalkaringi, Robert Roy ('RR'), the Gurindji Aboriginal Corporation Coordinator, facilitated connections with staff at the Kalkaringi school and the creation of a local research team.

This team includes a senior advisor as well as two researchers and a junior mentoree (a young person supported by the senior members of the team to watch, learn and become familiar with university research).

- **Senior Advisor:** Robert Roy 'RR'
- **Community researchers:** Rosie Smiler and Antoinette Bernard 'AB'
- **Junior Mentorees:** Riley Farquharson

Beginning with the visit by CDU researchers to Kalkaringi in February 2020, this team began to facilitate and guide on-ground research in Kalkaringi, talking to people in the community and hearing their stories.

This work involved working as a team to identify people to speak with, developing a set of interview questions, and recording small iPad videos of discussions with GAC board members and others in the community. Further research to be undertaken by this team, working with the GAC board and developing short videos of LDM collaborations between GAC and other groups was planned for March 2020. However, this was interrupted by travel restrictions associated with COVID-19. This work is scheduled to resume in July 2020, however was not possible until September due to a range of commitments of the local researchers and the Gurindji Aboriginal Corporation.

CDU visited again in September to connect with local researchers and to explore next steps. Discussions focused on how to share stories of LDM with the community and more broadly and how to build a sustainable, robust research team into the future.

These researchers are paid for their work, and will each have the opportunity to receive a [CDU Indigenous Community-Based Researcher](#) credential as recognition for their skills and contribution, and part of a commitment to the professionalisation of community-based researchers contributing to LDM M&E activities.

Future opportunities for local research partnerships and workforce development:

There are opportunities for further resourcing and support for local research capacity. This includes:

- Scope for government to support the recruitment, development and formalisation of local research capacity at Kalkaringi
- Further on-the-job research training for existing researchers should they wish to continue, and/or new emerging researchers provided by CDU
- Potential collaboration between CDU and DCM in Katherine to support provision of equipment (e.g. iPads and tech support in community) for emerging research videographers

- Development of individual on-line profiles supporting capacities for researchers to tell their stories, display CV's and be visible as local consultants working in the community
- Potential for enrolment in the Diploma of Indigenous Research through CDU, with on-ground research being recognised as course work within this program

M&E areas of research interest

- **Local decision making as embedded in established and growing networks**

Local decision making was described as being already embedded within particular groups and settings in Kalkaringi, with the LDM policy now offering opportunities to expand and grow the capacities of these groups and their interests. Existing networks included community-based stakeholder meetings through to local government sittings, however Kalkaringi locals and stakeholder representatives pride themselves on their connectedness and their knowledge of what each other were working on in order to create strong and straightforward partnerships and communication.

- **Shifting risks and responsibilities**

Within Kalkaringi, LDM is often described as an opportunity to work in partnership with government to fulfil local economic, capacity building and community development projects and programs, creating a sustainable corporation. Including industry partners to provide expertise and workforce development connected with MAP has provided safety for the corporation and NTG project delivery, particularly in COVID times.

Stories told of LDM revealed considerable appreciation for the speedy development currently occurring in the community. They also revealed the potential for tensions between trajectories of local Aboriginal corporations pursuing their interests in particular areas, and necessary delivery of governance and community development work within communities. As well as tensions between dominance of service delivery ecologies which centre on Kalkaringi through a MAP which does not explicitly include the community of Daguragu which is 8km away.

Arising in discussions of significant decisions, were often discussions around how to maintain cultural safety in the community, and for the board members of GAC, amidst significant changes (e.g. if the corporation begins managing a new child and family centre, how will the need to design the facility and its services so as to maintain proper separation between medical, childcare and legal services). Success of such ventures seems to hinge as much on the conduct of these discussions, as other questions of contracting, finance, land tenure etc.

- **Gurindji Aboriginal Corporation as an example of LDM**

Kalkaringi has a unique history of local decision making understood by the nation through the story of self-determination during the Wave Hill Walk-off, which resulted in Prime Minister Gough Whitlam returning significant amount of land to the Gurindji people which paved the way for Land Rights. GAC has embraced the LDM process and has produced significant partnerships and outcomes from it. GAC can provide great insights into LDM work; however, its particularity and uniqueness must be understood when comparing or planning with other sites.

Some see the current strength of GAC dependent upon the current executive team which is made up of an Aboriginal Coordinator, Community Liaison and Traditional Owner (Robert Roy) and non-Aboriginal General Manager (Phil Smith) partnership guided by a Aboriginal board.

Carefully negotiated but flexible principles and practices could support long-term community capacity for LDM partners and their succession planning. It was understood a balance needed to be struck between working at the pace of community, and delivering on provisional outcomes so as to support the growth of working relationships and trust. Succession planning across all key leadership roles is regularly discussed, alongside professional development for emerging leaders.

- Governance

The MAP agreement is seen as a crucial connecting device, facilitating communication and supporting the government to be able to coordinate between departments in ways that make sense on the ground. Key significant works planned for the future have multi government agency buy in, with supporting documents produced to meet various KPIs. Some discussions, however, highlighted how there were significant players absent from the MAP agreement, largely for historical reasons. Emerging in M&E discussions was an awareness of the flux of players able to contribute to LDM initiatives, and be part of the MAP, and a suggestion that regularly refreshing the MAP agreement, and revisiting who should be involved and how, could be valuable.

GAC is consistent in its planning and communication. All significant future plans have detailed proposals that are worked through by the executive team and the board and are discussed with a breadth of local stakeholders, as well as multi government agencies. GAC was proud of positive high functioning communication with stakeholders and government around future plans. As an M&E activity extending on this capacity, they were interested to share stories of what was happening in Kalkaringi, and were also very interested in what other LDM sites were doing and how they could learn from and exchange ideas.

- The Future

LDM has supported significant growth for GAC through the MAP agreement, which has begun to produce community outcomes for Kalkaringi infrastructure and people, however, there is still significant needs for the future. Key community stakeholders highlighted the work achieved through GAC and governments partnerships but also were aware of its infancy.

Jobs are highlighted as a key outcome that GAC can provide, currently this is predominantly through Construction and Building. Future discussions include agriculture, micro-enterprise, health and family services. Each of these industries will require a unique response to growing skills within the community and providing training on country. Opportunities for the continuing professionalisation of local researchers are appreciated, and there is clear capacity for ongoing research-based relationships between local teams and the NT government.

Vignettes

Basketball Court

When asked about LDM the first thing members of the community mentioned was the basketball court. In the middle of Kalkaringi as a significant achievement by GAC. They saw that it had created a significant change for the children and young people of Kalkaringi and the community more broadly.

The Basketball Court was not an outcome outlined directly in the MAP but was developed through a local decision making approach with multiple government stakeholders, community organisations and

GAC involved giving insight to existing and well maintained local decision making ecologies for community outcomes. Its central location and visible effect has had a significant impact on community life and the pride community members have for their home, that has provided spaces for their young people and children.

Sewerage and water

> "We need to set up for the place to grow. Housing, this is the main one. But government also needs to understand we need the infrastructure for the houses, we [are setting up] more sewerage and water." George Edwards – Chairman of the Gurindji Aboriginal Corporation

There was an understanding by many interviewed that there was a need for short term community outcomes, but that the LDM policy through the MAP was also capturing and creating a plan for long term aspirations and infrastructure. The GAC board's understanding of the complexities of these plans provided greater ownership and decision making power by local leader, who were looking towards a sustainable and self-sufficient community in the future.

Working as a team with the government

> "We work as a team with the government, get funding from them. We're renovating more houses, bike track for kids, more jobs for younger people, better jobs with corporation. Best way to work is government come and hear what we are saying." Rosie Smiler – GAC board member, Aboriginal Community Education Officer at Kalkaringi School and local researcher.

An open approach to communication by the government that valued the specificness of each place and its people was extremely important to the local people of Kalkaringi. Independence and self-determination by people on the ground, did not always imply complete separation from government, rather than opportunity to build respect and trust which would future proof long term partnerships.

Houses and Jobs

> "At the Corporation we make the young fellas come in the early morning to get to work. We build houses– refurbishing, upgrade, 'Room to Breathe'. Big projects like the basketball court, shade structure. To do all this work go and ask government to get grants and funding. For the future – I'd like to see Kalkaringi win the tidy town award!" Rob Roy – GAC Coordinator, Traditional Owner & Community Liaison and a local researcher.

Houses and construction are at the forefront of LDM discussions at Kalkaringi as they provide tangible visible outcomes, however, they also provide significant outcomes for social and emotional well-being and community cohesion through jobs, recreational spaces and bespoke housing needs. As a measure, getting the young men out of bed in the morning and into a day of work was a significant sign of success.

GAC from a name on a piece of paper to a multifaceted organisation

> "I have seen plenty of things change here [Kalkaringi]...I have seen the community develop the corporation from almost just a name on a piece of paper to construction and maintenance that they are today." Natasha Rosas – Indigenous

Engagement Officer from National Indigenous Australian Agency who is based in Kalkaringi.

GAC was formed in 2013/14 and so has been able to develop alongside the NTG Remote Engagement and Coordination Strategy, and later the Local Decision Making Policy. Providing GAC from the outset with significant autonomy, local decision making power and access to infrastructure and support. GAC itself also only originated out of many years of community discussion and planning.

Video Interviews

The local research team developed a set of questions that could be used to approach community members, stakeholders and members of the Gurindji Aboriginal Corporation board, and to learn about their experiences of LDM. They worked with an iPad to record these interviews. Below are some sample clips.

George Edwards, Gurindji Aboriginal Corporation Chairman

George Edwards is talking to his grandson Riley Farquharson about the importance of working together with the government to plan for infrastructure to support community growth: https://www.youtube.com/watch?v=KGOeL9m5zHY

Robert Roy 'RR', Gurindji Aboriginal Corporation Co-ordinator

RR is talking to junior researcher Riley Farquharson about the logistics and funding for the construction arm of the business: https://www.youtube.com/watch?v=TiUU8R_6OmU

Note: These are hosted on YouTube, but 'unlisted' so can only be viewed by those with the link. They are only to be displayed elsewhere with the permission of the interviewees.

PART 1: Community Reports
Alice Springs Town Camps

Emerging Insights

- Many early conversations expressed a strong commitment to the existing ethos and practice of local decision making, while also emphasising the long history of such practices within many groups and organisations in Alice Springs and the Town Camps
- It was recognised within Tangentyere Council that the true benefit of LDM lay beyond addressing issues of immediate pressing need, and lay in realising its capacity to make systemic change in the lives of Town Camps residents
- It was also recognised that good and careful practices of consultation were important to the process of identifying LDM priorities through which such systemic change could be achieved
- The development of governance documents which prescribe clear roles, responsibilities and guarantees for LDM partners, was considered an important part of the LDM process, which also raises questions of flexibility and maintaining agreed authorisation over time.
- There is strong interest on the part of the local research team to further develop their research capacity, and their ability to connect to the Tangentyere Research Hub, while also operating independently if necessary.

Summary of the Project

Research in Alice Springs Town Camps has initially involved discussion with Tangentyere staff associated with LDM activities as well as Liz Olle from Department of the Chief Minister in Alice Springs. It has also involved the creation of a local research team who are interested in guiding and carrying out further research work in the Alice Springs Town Camps.

In 2019 the board of Tangentyere Council and the NTG signed a commitment agreement grounding future LDM collaborations. To assist the development of appropriate LDM processes and partnerships, Tangentyere Council have appointed a dedicated staff member to support consultations and negotiations around LDM priorities for Town Camps. There have been significant ongoing discussions around other areas of activity, housing being prioritised as the issue where first sets of agreements should be made.

Tangentyere Council staff have helped to guide the specific space and scope of M&E for this site, including through initiating discussions with the board around how M&E research activities can proceed most productively in Alice Springs and the Town Camps. It has been agreed that given the early stages of the LDM process, any M&E work is best focussed on processes of decision making already at work, means for setting LDM priorities, and negotiations around developing relevant governance documents.

The Tangentyere board has proposed a model for feedback and message exchange which focusses on the Wellness Framework embedded in the LDM Heads of Agreement. It involves work by local researchers in Town Camps, activities within Tangentyere organisations to track change due to LDM activities, and work between the Tangentyere Board and government staff.

Somewhat differently to Kalkaringi, the work of 'making visible' particular individuals, groups or practices has not been emphasised as a key role for Alice Springs Town Camps M&E, rather there has been an emphasis on independence in the research process, and well-negotiated and sustainable data collection processes. During COVID-19 travel bans, there was continued communication with Tangentyere Council staff and the local research team. However, but it was not possible to continue on-ground research at this time.

Local Research Partnerships

A new team of researchers have come together to work in Alice Springs around the LDM M&E project. This includes two researchers already established at the Tangentyere Council Research Hub, as well as 4 experienced women and 1 younger man who will help facilitate and guide the research in 4 Town Camps.

- **Tangentyere Researchers:** Vannessa Davis and Denise Foster
- **Community researchers:** Elaine Williams, Natalie Pepperill and Michelle Williams
- **Junior researcher:** Wade Berkenhagen

This team partially overlaps with the Tangentyere Council Research Hub and draws on the significant existing research capacity present within that organisation, while also expanding capacity by engaging researchers who were not affiliated with Tangentyere Council to carry out on-ground research work.

Through a set of two afternoon workshops initiated by the CDU researcher (Michaela Spencer), the research team undertook discussions around how responsible LDM M&E research could be carried out in the Town Camps, and developed sets of research questions which were relevant for general community members and Tangentyere board members. As Town Camp residents themselves, they also began sharing stories of their own around local decision making practice in the past and present.

These researchers were paid for their work. At the time, Elaine Williams also took the opportunity to develop her own research profile on the Indigenous Researcher Initiative website. As work continues, each researcher will also have the opportunity to receive a CDU Indigenous Community-Based Researcher credential as recognition for their skills and contribution, and part of a commitment to the professionalisation of community-based researchers contributing to LDM M&E activities.

Future opportunities for local research partnerships and workforce development:

All members of this research team are keen to continue their involvement in the project.. Through the next phase of project, there are opportunities for further resourcing and support for local research capacity. This includes:

- Further on-the-job research training for the research team, and/or other new emerging researchers provided by CDU
- Development of individual on-line profiles supporting capacities for researchers to tell their stories, display CV's and be visible as local consultants working in the community
- Further development of appropriate links, roles and responsibilities between Tangentyere research advisors, and other available research consultants
- Potential for enrolment in the Diploma of Indigenous Research through CDU, with on-ground research being recognised as course work within this program

Emerging areas of research interest

- **Monitoring and Evaluation Partnerships**

Our early work has recognised that the work of monitoring and evaluating LDM itself needs to be an instance of local decision making, closely overseen and authorised by the Tangentyere Council board and staff members. It was seen as important that local researchers associated with LDM M&E work are not also closely associated with Tangentyere Council's LDM activities. Also, that the board was interested in a research structure which saw CDU and local researchers first speaking with government to hear their stories of LDM successes and challenges, as a precursor to advising on best ways forward around research in Town Camps and in relation to LDM activities more broadly.

- **Sharing stories**

In workshop discussions, the local research team were insistent that Town Camp residents were always engaged in ongoing local discussions around caring for family and young people. They do this through means which make sense for particular communities or family groups within the Town Camps. However, these initiatives do not receive the same public attention as new government schemes. This insight helps to highlight a particular area of concern and potential development in relation to ongoing LDM M&E practice, and highlights the significance of the interface between existing practices, and those seen as newly emerging in and around LDM.

- **Production of agreements and governance documents**

Close attention has been paid by Tangentyere Council, and other involved parties, to the crafting of governance documents which will guide and audit LDM collaborations and working relationships going forward. These agreements have been key sites of LDM activity, which point to their significance as important potential sites of further M&E consideration. In particular, Tangentyere Council is concerned about how these documents formalise relationships between project partners, if and how they may be able to remain current and agreed to over the longer term, and in what ways they are able to offer Tangentyere and Town Camp residents surety around ongoing LDM practices.

- **Procurement and contracting for services delivery**

Early discussions opened up concerns around how government contracting and procurement processes could most effectively align with emerging LDM activities being managed by Tangentyere. The role of discretion emerged as key within these relationships, as did questions of how to effectively negotiate contracts for service provision and community benefit in competitive environments.

PART 2: Ground Up LDM M&E Framework

Local Decision Making Strategy

Local Decision Making (LDM) is a commitment by the NT Government to work with Aboriginal communities, supporting self-determination and local control of services delivery. It involves finding good ways of maintaining working partnerships between Aboriginal people, groups and organisations, stakeholders, services providers and government staff and agencies.

LDM will happen in different ways in different places. It may include creating new governance groups to support LDM work, negotiating new agreements between government staff and local people or organisations, and finding ways to change or improve services delivery.

Often it may take some time to get these new partnerships and working arrangements right, and they will keep chaning. As this work happens, it is important to keep checking in to see how well things are going – looking to see what is working well, and where some things may need to be improved.

Ground Up Monitoring and Evaluation

Ground Up Monitoring and Evaluation involves commitment to working collaboratively on the ground, taking seriously the knowledge and governance of both Aboriginal and non-Aboriginal people. This work recognises that there will be no one standard approach to Monitoring and Evaluating LDM. As M&E approaches are negotiated and implemented in specific places under specific authority in response to specific projects, each will be unique to that place and the people involved.

Monitoring and Evaluation helps to grow stronger and improved practices of local decision making, and better understandings between government and local organisations. Some monitoring and evaluation involves tracking statistics. GroundUp focuses upon story telling – the ways in which local community members, with the help of local researchers, under the guidance of community elders, can let government know what is working, and what can be improved. The way that M&E is developed and carried out may vary in each place.

- Monitoring is the kind of work Elders and community members are often doing as they go about assessing and caring for children, helping ceremony to happen and working together in various ways. It is about checking up to make sure that things are going the right way, if they need straightening up or rethinking.

- Evaluation is about sharing stories of what has been achieved. It is about letting other people see what is important to you, the good work that has been happening in your place. Evaluation also identifies where and how things can be improved.

This document details M&E discussions that have already begun in some places, and provides suggestions around LDM M&E practices which may be suitable for your community, organisation or department.

Local Decision Making M&E themes

CDU and local Indigenous researchers have worked together, talking to elders, local organisations and community members. In these conversations, people have shared experiences and understandings of what good local decision making means to them. They have talked about the conditions under which good and vibrant cultures of local decision making arise, and described how such cultures can continue to be nurtured.

Based on these conversations, we identify 3 evaluative themes which recur in discussions of Local Decision Making, and which point to elements which inform local decision making around LDM in particular ways. Working with these key themes helps with interpreting stories of LDM, and points to areas where things are going well, where things may need to change and who needs to be part of the M&E feedback loop.

- Engagement and coordination

Good local decision making emerges when there are healthy networks of engagement and coordination *within and among government agencies*, *within and among the Aboriginal families and working groups in the community*, and *between the government and the community*.
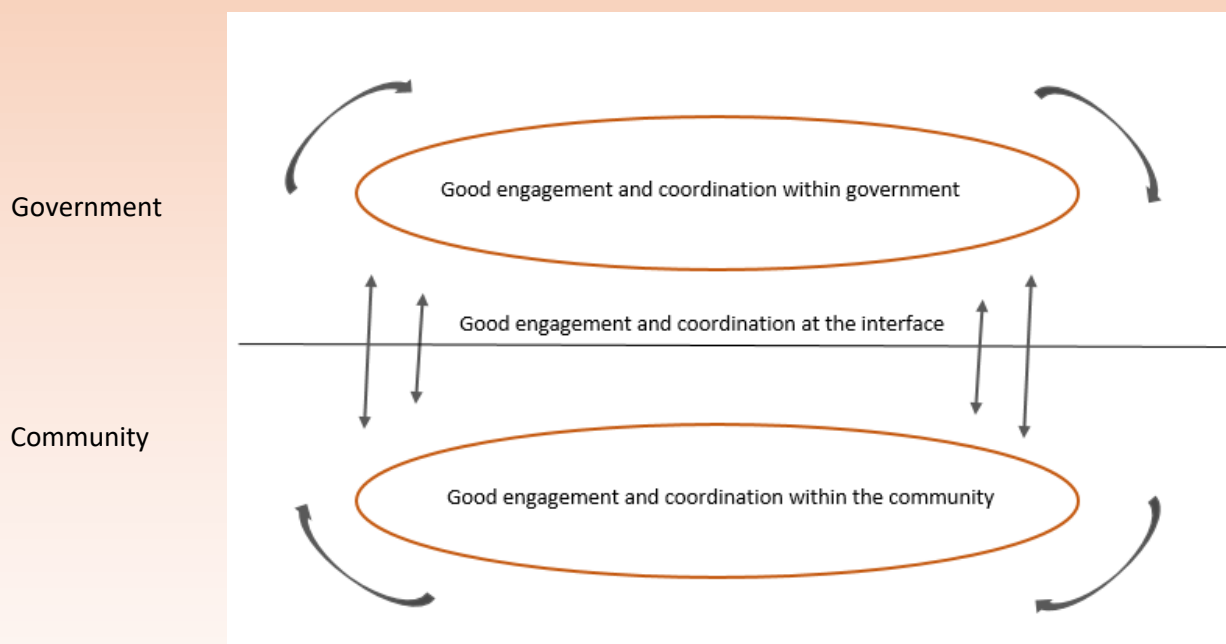
Without healthy practices of engagement and coordination within government and on the ground, well-intentioned work across the interface is unlikely to carry the necessary impact needed to succeed. Networks of engagement and coordination across the interface with communities, as well as within communities and within government are likely to be continually changing in response to differing issues and concerns. Without this flexibility, networks of engagement are likely to produce inclusions and exclusions which are fixed, and can become damaging.

What are the healthy networks of engagement and coordination at work within and among government agencies, within and among the Aboriginal family and working groups in the community, and between the government and the community? How do we trace those networks, make them visible, strengthen them, and identify the gaps where communication and engagement fall down?

- Cultures of decision making

Effective long-term decision making comes from a local culture of good message exchange, good coordination with government, and good practices of engagement. It has to do with how decisions are made, as well as how certain issues emerge as the subject of decision making. Good decision making practices enable consideration of *who, how* and *when* and even *where* decisions may be made, as well as consideration of how an issue may emerge as the focus of decision making in the first place.

In some places it may be important to start with decisions around issues immediately to hand. In other places it may be important to collectively reconsider what counts as important, and as priorities for decision making and for collaborations between government and local groups.

How do we identify where the possibility of each significant decision has come from? How was it made possible? How can this decision process grow into and support a healthy culture of LDM? How may these questions be continually revisited as issues and situations change?

- Growing Healthy Communities

LDM as a government policy is not an end in itself, but a means to the end of growing healthy new generations of young people on country confident in their local culture, and engaging effectively with government (and non-government) agencies. The impacts of Local Decision Making must be felt on the ground, including within Indigenous businesses and enterprises. While people are growing and building new services and enterprises in their home communities, many are also interested in learning what is happening elsewhere, and how these initiatives may interrelate.

What changes can be made at the community level to help government workers implement LDM? What changes can be made in government to help community elders and their family groups and other community members make confident significant decisions? How can the broader impacts of LDM practices as competitive economies and changed governance relations be recognised and responded to locally and in informed ways?

Below is a 3-step process outlining how to initiate and carry out M&E research, as well as a set of methods that have been developed and proven successful with groups of Indigenous researchers developing monitoring and evaluation methods in particular places.

Finding ways to establish LDM Monitoring and Evaluation, and to develop or adapt your own sets of methods, can help with strengthening LDM in your place. It can produce evidence of good practice (the conditions surrounding good decision making) and also help to identify areas of miscommunication and breakdown in attending to the core LDM monitoring and evaluation themes.

The 3-step process

Local research teams can speak to people and collect stories about LDM in your place. They can work with community Elders to ensure that the community voice has traditional authority. It may be helpful to follow the steps below in getting ready, and carrying out this work.

1. Initiating

- *Who are the senior local authorities?*

LDM is carried out under local authority. Who are the senior people in the community who are overseeing this work, and who can advise the M&E research? They can provide guidance around the most important issues and priorities, and ways in which the work should be done. They can also guide decisions around who should be involved.

- *Who are the members of the research team?*

M&E research will best be carried out by a local research team. Teams may include senior advisors overseeing the work, local researchers who do much of the running around, junior mentorees watching and learning from more experienced people, and outside researchers from universities or NGOs who will work in partnership with other local researchers supporting the work. Who are the right people to include?

Bringing these teams to life may prompt questions around researcher payments and professionalisation. All community-based researchers are eligible to apply for a CDU Indigenous researcher micro-credential, supporting and recognising their skills on both the academic and Indigenous sides of knowledge work.

2. Implementing

- *Identifying and tracing networks of LDM participants – people, groups and organisations*

In some places there will be many people, groups and organisation involved in LDM. In other places, there will be very few. Identifying who is involved, and who is not, should be a first step in M&E research. Tracing networks of particular people and organisations participating in particular issues or decisions will help show who is involved and who is not, and help to guide who to speak to so you can hear a breadth of stories. Networks are always at work *in place*. Where are these places? How do they make LDM easier or harder?

- *Collecting stories about local decisions*

Collecting stories of LDM from people who are involved in decision making is the main way to learn about what is going well, and what might need changing or improving. There are many ways to do this: sitting and listening to Elders, working with video recordings, developing interview questions and methods, to name a few. There is a selection of tools on the following pages that show some of the ways that stories can be collected.

3. Sharing stories and reporting

How can your stories be shared? Who in your community can provide the best information to government? How do we find the right people in government to receive feedback? Sharing M&E stories of LDM helps to show what work has been happening on the ground (to government and other communites). It provides evidence of good and poor practice, particularly in the core LDM M&E areas of '*enagement and coordination*', '*cultures of decision making*' and '*growing healthy communities*', and provides government workers with ideas of how to improve their collaborations.

Possible methods for Ground Up Monitoring and Evaluation:

These methods have been developed collaboratively with local Indigenous researchers working on a variety of M&E projects in their home communities.

Video recordings

- 'Stories from Elders'

Clancy Marrkula is working with local researchers and CDU to record a story of the origins of Gapuwiyak as critical for M&E in the area.

CDU then worked with local researchers to translate and the check the video and identify key concepts in the story. These concepts then guide the monitoring and evaluating community development projects and help with growing a healthy community

- 'Selfie stories'

Emmanuel Yunupiŋu, a young researcher in Gapuwiyak, is creating a 'selfie story'.

Here he videos himself telling stories recalling research conversations about local community development work, as part of M&E research. He will then send the video to CDU, and he will work to interpret the stories in collaboration with a CDU researcher.

Vignettes

Local researcher Nyomba Gandaŋu is speaking with Galiwin'ku TO Joanne Durrurrŋa.

Joanne is making a particular point about a program running in the community. This is recorded by the CDU researcher, who also takes a photo.

The vignette is included in a M&E report as a local insight and learning opportunity for program coordinators.

Joanne Durrurrŋa reflecting on raypirri camps for young people

My feedback is that everything is going well. Programs are helping community, making everyone busy. Supporting Indigenous people in programs.

There is a lot of violence happening at this time and we have to reduce. Start at the family. Looking at the whole community, you can see there is certain families where raypirri is coming, in other family there is no raypirri. They are trying hard but going in different, different directions. Not coming together to a strong surface.

Fig. 4 Nyomba Gandaŋu with Joanne Durrurrŋa and family

My suggestion is to have a BBQ so TO can run raypirri in their own area. Our families do different discipline. Can't bring everyone together, is really hard. Have to go family to family. Then when that is working really well can go into clan level. But first start raypirri with family.

Collaborative short reports

Local researchers in Galiwin'ku attend a Local Authority meeting to carry out M&E research. Afterwards, they work with CDU researchers to report on a significant event. To make this available to other organisations, they create a 3-part report. This recounts what occurred, offers a local researcher interpretation and a CDU interpretation.

Issue 2: New Cyclone Shelter

Summary from Yalu' research team

They are putting a proper cyclone shelter in the community. This is because last year people went to the workshop when the cyclone came, but there was a lot of risk – chemicals in the workshop, and other things. At the meeting, they talked about how contractors have come into the community and they are building a large building opposite basketball court. This is happening now.

Comments from Yalu' research team

This was good engagement. Well-spoken Balanda, with both Yolŋu and Balanda communicating and listening with each other. Most of the Yolŋu are working with these contractors. Through Birrkpirrk people got training, and now with the cyclone shelter they have been given a proper job.

Comments from CDU research team

Engagements around the new cyclone shelter at Galiwin'ku are going well. In part because people have a clear experience with what the problem has been and clear explanations of the solution to address them, also because it has demonstrated means for people to transition from training to employment.

Evaluative themes

In Kalkaringi, the local researchers have considered working with a tool that supports good decision making practice amongst the GAC board. This involves considering a decision, or a potential project or venture, which will be the focus for corporation work and collaboration with other organisations.

Questions can be asked about this venture, and whether it meets with some ongoing concerns. Will it be culturally safe? Will it support the sustainability of the corporation? Is it supported by adequate government engagement? Not all criteria would need to be met, but all could be considered as part of a process for building not just a healthy corporation but a healthy community.

Tracing lines of communication

Making network diagrams in informal settings helps to clarify how lines of communication can and should work. Here researchers in Galiwin'ku were discussing matters around elections, and the evaluation of government engagement around elections. They identified important participants in a network of communication, as well as points of collaboration and sticking points between organisations.
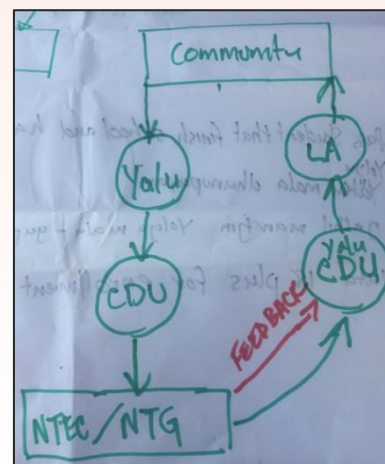
Tracing networks of engagement and decision making

As a way to support government staff to reflect on their engagement and coordination activities in Ngukurr community, the local research team worked with CDU to produce this template. It is a diagram which allows the tracking of networks of government engagement in Ngukurr community, in relation to particular issues or concerns. For a particular issue or project, groups and organisations engaged can be traced as part of the network, and questions asked about who was included and who was left out.

Sharing Stories:

Carrying out Monitoring and Evaluation research in Galiwin'ku, Rosemary Gundjarranbuy developed this PowerPoint presentation as a way to share her research stories with others. She used this presentation to share research stories with the Local Authority, and government staff.

In creating this presentation, she asked questions: Who should these stories be shared with? How will they get to hear the messages? How will they respond to what has been shared? How can the community receive feedback?

Case Studies:

Local researchers in Kalkaringi and Alice Springs Town Camps have worked with CDU GroundUp researchers to develop M&E approaches and methods to guide and support LDM activities in these places.

Kalkaringi

Kalkaringi is in the Big Rivers region. The Gurindji people there have a strong sense of history and their role in the Land Rights movement. They are proud of their relatively recently established Gurindji Aboriginal Corporation (GAC), and its board members and happy with its Muliti-Agency Partnership Agreement. They see local decision making as already alive and well in the Corporation and wider community. Discussions with the local researchers and workers decided to focus the M&E work of preparing and sharing stories of the success of LDM

Figure 1. M&E research in Kalkaringi

activities within the coporation as well as keeping track of community projects and outcomes. This would support the decision making work negotiated between the GAC Board and government workers. They decided that it would be good to build this work into the MAP agreement as well as into community communication and Facebook, and that the M&E could be used to guide the ongoing refreshing of the MAP and the GAC/NTG collaborations.

Alice Springs Town Camps

The Alice Springs Town Camps are quite different from Kalkaringi. They are in an urban context and have a long and often difficult history of local governance and relations to local and state government agencies. But they do have a well-established local researcher tradition working through the Tangentyere Council. The GroundUp researchers from CDU were invited to work with the Tangentyere Council to develop a Monitoring and Evaluation Strategy for LDM. They worked with Tangentyere researchers and TC staff, and DCM Alice Springs staff, to

Figure 2. Alice Springs Local Research Team

design the focus and practices for local M&E. The focus of the monitoring and evaluation was agreed to be the Town Camper Wellness Framework and LDM Agreement. This involves a local Independent research team working under the supervision of the Tangentyere Council Research Hub and in collaboration with DCM and CDU.

How to get involved…

- If you would like to hear about LDM M&E from researchers on the ground, contact CDU and we can put you in touch (thenortherninstitute@cdu.edu.au)
- If you want to get started with M&E in your place, there are people in the NTG Department of the Chief Minister can offer support. For details, contact (DCM.LocalDecisionMaking@nt.gov.au)
- For more information on working as a community-based Indigenous check out the 'Indigenous Researchers Initiative' website (http://www.cdu.edu.au/centres/iri/)
- For more information about Ground Up research at the Northern Institute, CDU, visit: http://groundup.cdu.edu.au/

PART 3: LDM Monitoring and Evaluation Partnerships

Through our engagements with local researchers and corporation staff in Kalkaringi and Alice Springs, it was made clear that practices of LDM M&E were not separate from other local decision making activities. LDM M&E was is itself an instance of local decision making which needs to be properly nurtured and negotiated, including through the engagement of rights sets of participants and collaborators able to carry out the work, and respond to insights and feedback emerging. Developing working partnerships supporting monitoring and evaluation research includes identifying and negotiating arrangements of knowledge authority within communities, as well as supporting good forms of coordination and message exchange within government.

To guide negotiations around future M&E work beyond the life of the project, we've begun to assemble a list of key roles which may feature in M&E partnering arrangements, as well as a set of possible models for M&E work. These lists are not intended as definitive and actionable, but rather are intended to provide guidance when negotiating such arrangements – potentially on the run – in differing sites or in relation to specific initiatives or concerns.

Categories of M&E workers

Kalkaringi had little formally recognised research capacity prior to the initiation of this project. However, there are skilled community members (also associated with the Gurindji Aboriginal Corporation and Kalkaringi school) who have stepped up to these roles, supporting initial M&E development. If there was interest in further developing these roles at a later date, there is potential for their work to be auspiced by the Gurindji Aboriginal Corporation, as well as supported as a government commitment to workforce development. There are likely many other LDM sites where there is similar capacity within communities, which may be supported and enhanced through LDM M&E activities.

In Alice Springs, there was already significant research capacity within the Tangentyere Council Research Hub. However, as these researchers were already involved in consultations around LDM priorities in the Town Camps, Tangentyere Council supported engaging a team of researchers who were not so closely connected to the hub. All of the people in this team had previous research experience, and were familiar with working with university staff, and gathering stories/data for interpretation. If independence from Tangentyere continues to be important for ongoing M&E work in Alice Springs, an alternate model may be appropriate here, with sole traders offering to be engaged as consultants in aspects of ongoing LDM M&E.

Drawing on experience with these research teams, and previous Ground Up M&E activities involving local researcher consultants, we suggest that local M&E capacity may draw on the following key roles:

- Category 1: Local senior authorities over people-places

  M&E work can be carried out in local communities under the ongoing supervision of traditional owners of the land and elders of its people. These elders are paid and consulted throughout each project. Their role is crucial in seeing that the project conforms to local needs, practices, histories and aspirations. Engaging them in the work of government and research helps to form communities, supports and makes visible their ancestral authorities, and helps organisations to

undertake successful projects in remote communities. These authority figures are evident in quite different ways in different places.

- Category 2: Community researchers

Working under the guidance of the senior authorities, community service providers may be engaged as researchers and evaluators, as well as interpreters and educators. They very often have experience as teachers or health workers or rangers. They are literate in English and their own languages. They sometimes work within established research or interpreting organisations, sometimes they are engaged to undertake work alone. They have particular skills both within their own knowledge and governance traditions, and the institutional structures and practices of wider Australia. They have indispensable skills in working together the various knowledge and governance traditions which are at work in their local communities.

- Category 3: Mentorees

Aboriginal young people are an important part of Aboriginal community life, and a fundamental concern for elders. They have their roles and participate often as onlookers in every part of ceremonial and political life. Young people are rewarded in many ways for the serious participation in cultural life, and should be remunerated for their serious contributions to language, knowledge and culture work. Working under the guidance of Community Researchers, mentorees are on hand to help and to learn. They take some of the pressure off the senior authorities and the community researchers, and become the next emerging generation of knowledge brokers and community authorities.

- Category 4: Local research manager

Local research managers can provide crucial support for community-based researchers involved in M&E activities for a particular site. Their role is to provide business and technical support to on-ground research activities, as well as some coordination of research activity. They may support access to iPads and audio recorders for interviewing and story collecting, as well as access to computers for file downloading, editing and email access. They may also manage funding for local research, monitoring and evaluation initiatives. Depending on the community, this person may already have a role such as a GBM, IEO, corporation CEO, art centre manager, study hub manager, ranger coordinator

- Category 5: Academic researchers

Academic researchers have a role in curating research evidence from community researchers, facilitating collaborative interpretation of community stories, and managing the sharing of M&E materials (e.g. short reports, video clips) within appropriate government agencies, and coordinating agreed forms of response back to community or within meetings or other agreed forums. This element is particularly significant if M&E activities are going to extend beyond internal assessments carried out by local organisations, and also engage government staff and organisational practices. In these instances, the interpretive function accompanying M&E work supports government to be able to 'hear' messages from the ground that without interpretation may be otherwise missed or misunderstood. They also provide insight from wider academic contexts, supporting informed and strategic insights around organisational change. Beyond the current project, this role could potentially be undertaken by properly trained and authorised

government staff, with intercultural capacities which extend beyond community development functions, and can engage the working of disparate knowledge and governance practices.

- Category 6: Public Servants and Stakeholders

    Public servants and other stakeholders are key partners in all LDM initiatives. As participants in networks of LDM activity, they are also key players in ways in which better and worse forms of engagement, collaboration and partnership may arise. While some M&E activities may concern only activities on the ground it is often that M&E will focus on or highlight aspects of collaboration. Public servants and stakeholders are likely to have a role in supporting the practice of M&E as good organisational practice. They are also likely to have a role in sharing and receiving messages, stories or other M&E insights, and developing appropriate forms of response.

The work to date in Kalkaringi has involved a loosely constituted team which includes a senior advisor, two community researchers, a mentoree and a university researcher. During the COVID-19 shutdown period, the idea of engaging a research manager was explored but ultimately not pursued.

In Alice Springs, the work has involved senior oversite from Tangentyere researchers, three community researchers, a mentoree and a university researcher. Other versions and configurations of these arrangements would be suitable in other LDM sites.

It is over the course of this project that relations with public servants and stakeholders are being explored and negotiated as key aspects on ongoing M&E activities able to share good stories, and respond to emerging insights and feedback.

Models for activation of LDM M&E

The people and roles that may be part of any M&E activity associated with LDM are likely to vary depending on local situations, and availability. They may also vary depending on the kind, or particular instance, of M&E activity being undertaken.

Below we list several models of LDM M&E. Again, these are suggestive rather than prescriptive. In practice it may be most beneficial to mix several of these options, or develop a new approach altogether.

- Stand-alone local initiative (ongoing or decision specific)

Some people and organisations involved in LDM may require support to continue M&E activities internal to their own practices, with little or minimal engagement with government staff. This may involve 'checking in' on their own activities, seeing if they are generating impacts aligned with those which were expected and desired (e.g. generating M&E snapshots of local employment and business development). It may also be to help articulate rationales for particular decisions or courses of action to others (e.g. working with the checklist of 'evaluative themes' to tell stories of targeted impacts of certain decisions) or to generate stories/evidence that may be shared with others (e.g. interview reports and video clips).

Such work can be initiated by a local organisation (such as a corporation), or other interested people or groups. It may be focused around a particular issue or event, or be maintained as an ongoing activity. If useful, they could draw on the tools available on the website for inspiration, and take advantage of their community specific webpage to display outcomes. They may also seek to liaise with

staff from other relevant government and non-government organisations so as to share M&E insights and seek opportunities for maintaining or improving collaborative LDM practice.

- Consultant and research group (ongoing or decision specific)

In instances where collaborative interpretation of stories, videos or other research outcomes is called for, the constitution of a local research group working in collaboration with a university or government researcher may be a suitable model. This approach would support the creation and curation M&E outcomes as accessible packages of data and accompanying interpretation.

This may be an ongoing practice, but more likely such groups may be convened when considering a specific and notable decision/initiative. This could enable to production of detailed case studies using multiple M&E tools to generate a complex stories/data sets accompanying new events or initiatives (e.g. the establishment of a new community run child and family centre, or housing contract).

In an instance where this model was initiated, it may be productive for it also to be accompanied by discussion and agreement within government around pathways or forums within which M&E information may be shared, and how emerging insights may be actioned or responded to.

- Integration with mainstream NTG M&E activities

There may be some sites where there is a call for the integration of ongoing monitoring and evaluation into systems of accountability being mobilised internally within government. This may involve one or other of the models above, also being connected with regular opportunities for reporting at a relevant governmental level on the outcomes of M&E work. This would mobilise locally produced data as part of processes by which government departments and agencies may assess their own functioning and levels of success.

Clearly such arrangements would require considerable negotiation, and may require different arrangements for reporting and response depending on the levels of government engaged (e.g. regional level, territory wide).

These practices may also begin to interface with other emerging NTG Monitoring and Evaluation initiatives; for example, the whole of government evaluation framework currently being developed by the Treasury Department and the Remote Engagement Coordination Strategy evaluation framework being developed by the Department of Local Government, Housing and Community Development.

Community researchers – RR, Riley, Rosie and AB - working in Kalkaringi with CDU

Kalkaringi

Community Research Update

Local Decision Making
Ground Up Evaluation

February 2020

Summary

Researchers from Charles Darwin University (CDU) have been working collaboratively with the Gurindji Aboriginal Corporation, and local researchers in Kalkaringi to develop processes for Monitoring and Evaluating the NTG Local Decision Making (LDM) Strategy.

This research is funded by the NT government, and its purpose is to:

- develop processes for reflecting on and improving LDM collaborations as they proceed
- articulate strengths and challenges emerging in the development of new LDM agreements, organisations and service delivery networks
- learn about productive ways to embed Monitoring & Evaluation (M&E) in collaborative work between government and local organisations
- support local researcher development and employment opportunities

Last year CDU researcher Michaela Spencer came to the Freedom Day Festival, and was kindly invited to attend the Gurindji Aboriginal Corporation workshop in Katherine in November 2019.

This year, in Feb 2020, Michaela Spencer and Britt Guy (both CDU) came back to Kalkaringi to start working with a local research team and continuing with the research. This report provides feedback on this visit, the work of the local research team, emerging insights and next steps.

Ground Up Research

Ground Up takes seriously at the outset, the authority and sovereignty of Aboriginal knowledge authorities and elders and their various places. We work collaboratively with local leaders and Indigenous researchers to design, undertake and evaluate research and service delivery from the ground up.

When monitoring and evaluating the NTG Local Decision Making Policy, our aim is to work collaboratively with local researchers, learning about how people in Kalkaringi would like the NTG and Gurindji Aboriginal Corporation to work together. Keeping the conversation around how government can support activities in Kalkaringi and collaborate with the corporation to support Local Decision Making.
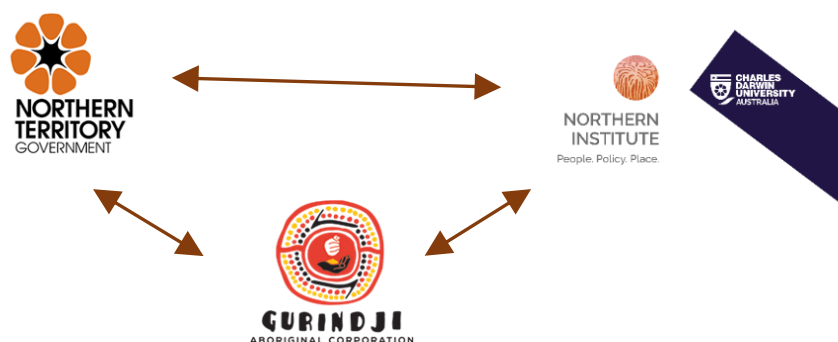
Note: Passing feedback is most useful when responses come back. We like to work in partnerships where collaboration and information flow both ways.

Kalkaringi local research team

A new team of researchers have come together to work in Kalkaringi. The members of this team will help facilitate and guide the research about the NTG Local Decision Making strategy, talking to people in the community and hearing their stories.

Senior Advisor:

- Robert Roy 'RR'

Community researchers:

- Rosie Smiler
- Antoinette Bernard 'AB'

Junior Mentorees:

- Riley Farquharson
- Chelsy Long

These researchers will continue working on this project with CDU over the next few months.

They have been working to create interview questions, talk to people associated with the Gurindji Aboriginal Corporation and others in the community, and have been making short videos of this work.

When the project is finished, they will be recognised for their contribution by receiving a community-based researcher credential from CDU.

Community Voices

The research team have started visiting people in the community, and listening to what they have to say. First practicing by interviewing each other, and then speaking with Gurindji Aboriginal Corporation board members, as well as other people who work with the NT government around local decision making in Kalkaringi.

George Edwards: "We need to set up for the place to grow. Housing, this is the main one. But government also needs to understand we need the infrastrucutre for the houses, we [are setting up] more sewerage and water."

Robert Roy: "At the Corporation we make the young fellas come in the early morning to get to work. We build houses– refurbishing, upgrade, 'Room to Breathe'. Big projects like the basketball court, shade structure. To do all this work go and ask government to get grants and funding. For the future – I'd like to see Kalkaringi win the tiny town award!"

Antoinette Bernard 'AB': "We help community build houses and better jobs. Give people opportunities, give things back to help the community – more jobs, houses, opportunities for next generation. For the future, the corporation should employ more new ones [local people]."

Rosie Smiler: "We work as a team with the government, get funding from them. We're renovating more houses, bike track for kids, more jobs for younger people, better jobs with corporation. Best way to work is government come and hear what we are saying."

Phil Smith: "People make the plan with lots of projects and then it's my job to make them happen. We manage construction, housing, native title. The construction company is an enterprise. We run the shop, providing food and jobs. We have a good relationship [with government partners], the MAP has been signed off. There is lots of support based around the vision."

Government and other stakeholders

We spoke with Rob Drew at the Local Authority as well as Brenton Hobart at the school and Natasha Rosas from NIIA, introducing the project and starting to talk about Local Decision Making in Kalkaringi. Before arriving in Kalkaringi, Michaela and Britt also spoke with Jess Powter (NTG) in Katherine.

There were some key themes emerging in these discussions:

- Clear practices of coordination already exist between stakeholder groups in Kalkaringi (e.g. the school hosts a regular stakeholder meeting)
- The capacity for local people and groups to work things out together on the ground is valued, as is policy which does not upset or inhibit such activities
- The MAP agreement is working well to support collaborations between people on the ground and NT government departments
- Hearing stories of small things happening on the ground and making a difference would be valued by regional NTG staff
- There is still room for increased coordination and service provision (e.g. around vocational training)

Emerging insights

- People value strong networks of communication flow. These are likely to include local organisations and regional NT staff, but could also extend to other places and including Darwin.

- There is frequently an insistence that all places are different (Ngukurr is not the same as Kalkaringi, is not the same as Milingimbi), but also a strong interest in learning what other places are doing.
    - Possibilities for an exchange program between communities
    - Sharing a newsletter like Land Rights news

- Capacities for organisations on the ground may be tightly linked to the structure and awarding of grants.
    - Who is involved in grant design? Processes for co-design?
    - Can current structures of grants accommodate increasing local complexity?

- The MAP agreement is seen as a crucial connecting device, facilitating communication and supporting government to be able to coordinate between departments in ways that make sense on the ground.

- LDM is producing changes in the local governance ecologies of places. New forms of authority, and new centres and peripheries are emerging.
    - Explicitly attending to issues of cultural safety amidst these changes may support sustainability and promote better community life
    - This may include questions of design and management of assets, structures of boards, ownership and branding, balance of local Indigenous and non-Indigenous staff etc

- It's common for people to describe themselves and their communities as struggling in the wake of the amalgamation of community councils into super shires. LDM is often seen as still operating in the wake of these amalgamations. It is productive when L.A. and LDM practices can work together.

- There are important (and often invisible) traditional authority structures within communities which need to be safeguarded even if they are not actively engaged by LDM.

- NTG staff are interested in hearing stories from people in communities about small things that make a difference. Also, just hearing more stories generally helps NTG staff to have a better sense of the always changing fabric of community life, and where/how they can connect and support

- Opportunities for the continuing professionalisation of local researchers are appreciated, and there is clear capacity for ongoing research-based relationships between local teams and the NT government.

Next steps

Local Research team

- In March 2020, CDU researcher Britt Guy will come back to work with the local research team and to meet with the GAC board
- They can continue speaking to people, hearing their stories about local Decision Making and working with government
- They may also make some small video clips about what Local Decision Making is in Kalkaringi

CDU research team

- Michaela Spencer and Britt Guy will travel to Katherine and speak with some of the government people working with GAC and on local decision making

DCM, Regional and Darwin staff

The CDU researchers will continue talking with DCM staff in Katherine and Darwin.

- Keeping them up to date with the work that is happening
- Offering recommendations about how the LDM work can continue to improve
- Discussing the ongoing employment of local researchers able to provide feedback to government about LDM practices.

Local Research team – Elaine, Natalie, Michelle, Denise, Vanessa working in Alice Springs with CDU

Alice Springs Town Camps

Research Update

Local Decision Making
Ground Up Monitoring and Evaluation
February 2020

Summary – Trip 1, Feb 2020

Researchers from Charles Darwin University (CDU) have been working collaboratively with staff at Tangentyere Council Aboriginal Corporation, and local researchers in Alice Springs to develop processes for Monitoring and Evaluating the NTG Local Decision Making (LDM) Strategy.

Last year CDU researcher Michaela Spencer met several times with Michael Klerck, Anna Flouris and Vanessa Davis to discuss an appropriate focus for this work.

This year, in Feb 2020, Michaela Spencer visited Tangentyere again to start working with a local research team and to solidify a research approach and plan. This report provides feedback on this visit, as well as a proposed research schedule and interview questions

Research discussions:

Tangentyere Staff:

Michaela met with Michael Klerck and Anna Flouris (x2).

- This was to share updates on current LDM activities, to discuss presenting a research proposal to the board, and to hear about the outcomes of workshops around the Tangentyere LDM consultation framework.

Tangentyere board:

Anna and Michael Klerck presented the M&E research proposal to the board

- Board members discussed the evaluation proposal and were supportive. They also requested that they be able to view all interview questions before they are finalised, and that discussions with NTG staff are held and brought back to the board for their consideration before other research occurs.
- CDU agrees this sounds like an excellent way to proceed, and a potential model for ongoing evaluation discussions.

Dept Chief Minister:

Michaela met with Liz Olle from DCM in Alice Springs

- This was to share updates on current LDM activities, including work with Tangentyere and in surrounding areas (e.g. Mutujulu and Ntaria)
- And to pass on the Tangentyere board's suggestions for next steps

Alice Springs Researchers:

- The proposed team of local researchers met once to discuss what the work would involve, who was included, when it would happen and payment processes
- They then met a second time to workshop questions that would be suitable to ask residents of Town Camps as part of the research at a later date.

Local research team

A new team of researchers have come together to guide and support the LDM monitoring and evaluation work in Alice Springs. This includes two researchers already established at the Tangentyere Council Research Hub, as well as 3 experienced women and 1 younger man who will help facilitate and guide the research in 4 Town Camps.

- Tangentyere Researchers: [Vannessa Davis](#) and [Denise Foster](#)
- Community researchers: [Elaine Williams](#), Natalie Pepperill and Michelle Williams
- Junior researcher: Wade Berkenhagen

As mentioned, this research team has already begun workshopping questions suitable for interviewing residents of Alice Springs Town Camps, and will carry out interviewing during CDU visits over the next few months.

We hope there may be opportunity for these researchers to continue offering research and evaluation services associated with the NTG LDM strategy beyond the life of this project.

Getting Underway – Proposed Interview Questions:

Below are sets of draft questions for review by the Tangentyere Board and relevant staff. They are intended as an initial guide and can be edited or changed.

TOWN CAMP RESIDENTS

(Visits to be made to four Town Camps. Questions to be asked by local researchers)

Date:

Age:

Gender: M / F

Which camp do you live in?

How long have you lived there?

LOCAL SERVICES

1. What services come and see you?

2. What service helps you the most?

3. What is special about this service?

4. Are you a member of any board or executive?

> NO
> YES – Which one?

If yes, how did you become involved?

COMMUNITY DECISION MAKING AND CONTROL

5. How are decisions made in your Town Camp?

    a.   Who is involved?
    b.   Where does it happen?
    c.   How does it involve you?

6. What is the difference between 'community control' in the past and now

(tell us a story…)

LIFE IN TOWN CAMPS

7. What are some of the good things you see happening in your Town Camp?

8. Are these stories being heard? If yes, how? If no, why?

9. Open question – is there anything else you would like to say?

(Questions intended as guidelines for conversation in a semi-structured interview format)

Date:

Location:

NTG LOCAL DECISION MAKING STRATEGY

1. What is your role in relation to the NTG LDM strategy?

2. How have you and your department/organisation been involved?

3. Are there particular areas of focus for this work?

4. What groups or stakeholders does this bring you into contact with?

PRIORITIES AND ACTION AREAS

5. What are some of the priorities emerging around the LDM strategy in relation to your department or organisation?

6. How are these priorities being recognised or agreed upon?

7. Are these provoking shifts in your working practice?

LOCAL DECISION MAKING IN ALICE SPRINGS TOWN CAMPS

8. From your perspective, what has local decision making in Alice Springs Town Camps meant in the past?

    a. Who has it involved, where and how has it happened?

9. How is this shifting, or might this shift, with the NTG LDM strategy?

10. In practical terms, what does this mean for your department or organisation?

11. Have there been surprises in this work so far? And/or unanticipated consequences?

LDM GOVERNANCE

11. Have you been involved in processes of developing the commitment agreement?

    a. Who was involved?
    b. How did this process unfold?
    c. Have things changed since it was signed? In what way?

12. Have you been involved in processes of developing the Heads of Agreement document?

    a. How is this process unfolding?

b. What is emerging as important in these discussions? What has been challenging?

c. What might you expect to change once this is signed?

FUTURE DIRECTIONS

13. Have there been any successes you have seen emerging out of this process so far (or that you anticipate in the near future)? What have been the key challenges?

14. Is there anything else you would like to say?

TANGENTYERE COUNCIL ABORIGINAL CORPORATION BOARD MEMBERS

(Questions may not be required if discussion with the board occurs in a workshop format)

Date:

Location:

NTG LOCAL DECISION MAKING STRATEGY

1. How are you associated with Tangentyere Council?

2. Have you been involved in discussions around the NTG Local Decision-Making Strategy?

a. If yes, in what ways

LOCAL DECISION MAKING IN ALICE SPRINGS TOWN CAMPS

3. What does local decision making mean to you?

a. What did it used to mean in the past?
b. What does it mean now?

4. Are there things that would change in Alice Springs Town Camps if there was greater community control?

5. Do you feel community control is growing in Alice Springs Town Camps? Why?

LDM GOVERNANCE

6. Have you been involved in processes of developing the commitment agreement?

a. Who was involved?
b. How did this process unfold?
c. Have things changed since it was signed? In what way?

7. Have you been involved in processes of developing the Heads of Agreement document?

a. How is this process unfolding?
b. What is emerging as important in these discussions? What has been challenging?
c. What might you expect to change once this is signed?

LIFE IN TOWN CAMPS

8. What are some of the good things already happening in Alice Springs Town Camps (or your Town Camp)?

9. Are these stories being heard? If yes, how? If no, why?

10. Is there anything else you would like to say?

Proposed Research plan/timeline:

Feb: Send proposed research questions to Tangentyere for approval outside of a board meeting

Early-Mar: Conduct interviews with NT government staff and collate their responses

Mid-Mar: Presentation to Tangentyere Council board

                Workshop to discuss board response + begin research in 4 Town Camps

Apr: Ongoing research in 4 Town Camps

                Further discussions with/report backs to Tang staff, board members and NTG staff as necessary

May: Collation of research materials and return to Tangentyere board for review

Appendix 3. Kalkaringi NTG Update – Jun 2020

Local Decision Making
Feedback Report to Government Stakeholders – Kalkaringi

9 June 2020

Background

Report Context

This report comes out of discussions with all levels of government associated with Local Decision Making at Kalkaringi, and aims to provide feedback to those who participated, and initiate further discussion and responses from government. The list of contacts was provided by Kallum Peckham-McKenzie, the Senior Regional Project Officer - Big Rivers Region.

Purpose of the project

GroundUp researchers from Charles Darwin University are working with the Northern Territory Government, and with Aboriginal Elders and community members involved in LDM negotiations and transitions, and with local Indigenous researchers, to develop processes to monitor and evaluate the NTG Local Decision Making (LDM) policy in two initial sites Kalkaringi (through the Gurindji Aboriginal Corporation) - and Alice Springs (through the Tangentyere Town Council).

Through the project we are:

- Learning about identified agreements, pathways and practices that have emerged within LDM discussions at each site
- Talking with people about their experiences of being involved in the LDM process
- Working with Elders and Indigenous researchers, as well as government staff to identify priorities and design processes for Monitoring and Evaluation of continuing LDM work
- Assisting the professional development of local Indigenous researchers

Approach

We work with a 'Ground Up' approach to Monitoring and Evaluation (M&E). This involves working collaboratively with government staff as well as Indigenous Elders, researchers and community members to identify M&E priorities, as well as appropriate data and data collection practices. We see working broadly with all participants associated with LDM collaborations as beneficial for M&E work going forward.

To date the work in Kalkaringi has proceeded through:

- Attending the Freedom Day festival and Gurindji Aboriginal Corporation (GAC) strategic planning meeting (2019).
- A visit in Feb 2020 to engage and work with a local research team. Further visits to Kalkaringi were planned for March - April but both were postponed due to COVID-19. Visits will resume in July.
- Interviews with government staff and stakeholders (see end of report for list).

- At each stage of the project reports have been provided to the LDM team and the Chief Ministers Big Rivers team to share with colleagues and to provide feedback and questions.

Expected Outcomes

- Processes and tools created local for use by LDM community partners and regional partnership participants to monitor and evaluate LDM practices.
- Developing pathways for message exchange between government and LDM community partners.
- Creation of a website with M&E tools and facilitating sharing of M&E outputs.

Key Themes and Insights

Partnerships

The LDM policy is best understood as aimed at producing and working within local ecologies of individuals, networks, institutions and practices which enable healthy local decision making. These may interrupt or undermine existing ecologies of decision making, and in doing so may produce both positive and negative collateral effects.

- Good local decisions are often described by people on the ground as emerging in partnerships between Aboriginal and non-Aboriginal people carried under the authority of Elder Aboriginal authorities.
- Existing well negotiated decision-making practices should be acknowledged and LDM should look to strengthen, build upon or align with these practices.
- Including industry partners to provide expertise and workforce development connected with MAP has provided safety for the corporation and NTG project delivery.
- It was understood a balance needed to be struck between working at the pace of community, and delivering on provisional outcomes so as to support the growth of working relationships and trust.
- NTG staff are interested in hearing stories from people in communities about their experience of LDM in order to gain a better sense of the always changing fabric of community life, and where/how/when they can connect and support. Agreed processes of message exchange using M&E tools would allow such stories to circulate back and forth between all partners.

LDM impact on ways of working within government

Many interviewed saw the way they were working to promote local decision making as pre-dating the LDM policy, noting collaboration and listening to local voices as key skills for doing the work they did. Others saw that LDM had instigated a much more significant paradigm shift for their department's internal working frameworks.

- Monitoring and Evaluating LDM can make these differences visible and offer support around further adapting government practices.
- The LDM states "Northern Territory Government agencies will partner with Aboriginal communities to assist the transition of government services and programs to community control." There may be a tension between trajectories of local Aboriginal corporations pursuing their interests in particular areas, and necessary delivery of governance and community development work within communities.

- Departments require ongoing reflections on existing processes and procedures to allow for these to be recreated in line with emerging bespoke LDM needs.
- LDM and the Multi-agency partnership (MAP) agreements have been an internal government relationship builder, requiring a whole of government approach for each MAP and necessitating cross department and cross levels of government communication.

Local decision making as a local concept

Tracing networks and practices of decision making enable productive questions to be raised about the working practices and effects of the policy. How can NTG workers know how a local decision works? How can they learn who should be involved in making the decision? In the case of Kalkaringi they rely heavily on GAC to ensure the local decision has been made with proper insight into the cultural, social and political realities of the community and its residents.

- Three largely interdependent modes of governance are seen to be at play in Kalkaringi – a democratic governance model associated with local government and community development, a social enterprise model associated with GAC and LDM, and traditional governance associated with Gurindji elders and country. Good local governance and decision making were seen as emerging through the interrelation and respectful engagement of these three somewhat separate modes.
- Concerns were raised around the possible emergence of competition between organisations, and the effects this could have on local decision making processes.
- Some see the current strength of GAC as being dependent upon the current executive team.
- Carefully negotiated but flexible principles and practices could support long-term community capacity for LDM partners and their succession planning.

MAP as a live document

The possibility of ongoing negotiation and revision of LDM agreements by community members, GAC, government and other organisations was seen as integral to the ongoing success of LDM.

- Collaborations were highlighted as a driver of LDM, even where they took place independently of the formal LDM processes (such as the MAP)
- Maintaining the MAP as an active and live document enables it to stay relevant and open to new opportunities.
- LDM is seen to have a significant role in supporting creative and innovative models of economic and community development, which requires a flexible approach within government frameworks and documents.

Embracing difference

Many that were working across multiple LDM sites identify clear differences between sites and partners, and in turn have built a level of experience in renegotiating their processes to be responsive to the needs and aspirations of particular places.

- The manner in which the policy is realised on the ground will vary considerably from place to place, and mirror complex histories of colonialism, language use, cultural practice and forms and histories of organisational governance present in the community or region.
- Attention to partners' individual capacity and the partnerships' collective strength should guide the pace of growth of the organisation delivering LDM outcomes. In different places

MAPs and other government documents may be of more or less significance to overall LDM delivery.

- In line with other LDM activities, practices of M&E also need to be instances of local decision making.
- LDM has required a rethink on reporting on a regional and Territory level in order to highlight the varied outcomes and limitations of MAP organisations.

Stories – examples of local decision making

Through discussions a number of stories were shared to highlight aspects of the LDM policy in action through the eyes of government staff. Some examples are provided below, followed by some researcher interpretations, in italics:

The Oval Lights

Senior members wanted lights installed on the oval to allow for sporting activities for young people at nighttime. The oval is Department of Education land and GAC secured funds to purchase and install the lights. As it is a piece of infrastructure on NTG land the Department of Infrastructure, Planning and Logistics needed to be engaged for negotiation and sign off. Through advocacy by the School and Department of Education an MOU was created between NTG and GAC for management of the lights.

It is through working interconnections between departments, local organisations, the Gurindji Aboriginal Corporation and community members that enable decisions to be actioned and new outcomes achieved. Local decision making often depends heavily upon good engagement and coordination within and between government departments.

Stakeholder Meeting

The school hosts regular stakeholder meetings that all community members, local organisations and government authorities attend. The meetings provide a space for updates on projects, collective problem solving of current concerns and to discuss future plans. It also has provided one of the platforms for the 'local' local decision making, enabling all community members to participate and for the government representative to distribute their leadership through to the local leaders.

The success of the stakeholder meetings in terms of LDM reflects the constant and ongoing request found in our wider research in many communities for government workers to 'come and sit down, face to face, and discuss these issues with us'. Locally designed LDM M&E practices will help to make these ecologies of participation and decision making visible and reportable.

Housing during COVID- 19

GAC's MAP has a strong focus on the development of its construction arm. The Department of Infrastructure, Planning and Logistics noted that GAC has chosen to grow their capacity slowly, first taking on maintenance contracts before moving into larger pieces of work. LDM allows the GAC to better control the pace and dimensions of its engagement with the construction industry. They have also chosen to partner with Atkins Building Group to support growth. During COVID-19, The Department of Infrastructure, Planning and Logistics followed GAC's lead on the rescheduling and postponement of activities. Under the circumstances, it was invaluable to have expertise in remote sites to allow urgent works and maintenance to continue.

GAC and NTG departments partnership facilitated through LDM highlights the value of consideration of the pace of initiatives and decision making. The current approach of GAC seems focused on building

capacity, and self-reliance but also allows an approach that encourages working incrementally towards a long-term goal.

Learning on Country

When schools moved to online modes during COVID -19, Kalkaringi School worked with their Aboriginal community education officers (ACEOs) to think through their education model for this period. ACEOs recommended that learning on country would be the most valuable use of the time. Program plans for learning on country were produced in partnership with the Department of Education and signed off.

Having local decision makers embedded in government organisations provides for healthy responsive local decision making, especially where the collaborative partnership has been tested and nurtured.

Cups of Tea

The majority of government workers talked about informal 'cups of tea' with other levels of government when visiting Kalkaringi, whether they have current projects in partnership underway or not.

Having current community insights into day to day community politics is invaluable to on ground work. Undertaking ongoing care of a partnership is an intrinsic part of making ongoing local decision making work.

Next Steps

- GroundUp researchers are keen to hear feedback about this report – corrections, further insights or more stories. Points for discussion:
    - Are their existing pathways for message exchange between local partners and government? What could be some future models?
    - What M&E tools and practises utilised by locals would be valuable for you to gain insights into your work, and then to provide responses where appropriate and initiate organisational change where needed?
    - How can cultural protocols be better acknowledged in LDM practices?
    - How do we make sure there is a multiplicity of community voices continuity fed into building the MAP which sits with a corporation?
    - What are the current mechanisms and possibilities for capacity building of government staff working within the new framework of LDM?
    - How does LDM connect with the Regional Engagement Coordination Strategy?
- An interim report will be delivered to LDM at the end of June, with a final report for the initial M&E project planned for September. The interim report has also been provided for your information.
- Two upcoming trips are planned for Kalkaringi in July and August. These will focus on continuing work with the local research team, further discussions with members of the GAC board and the broader community, further work exploring monitoring and evaluation tools. We'll also take back a set of key insights and other relevant aspects of the draft report to be

reviewed by the research team, and shared with elders, board members or others in the community who may want to comment or make modifications.

- The research team is interested in hearing of and documenting further examples of good local decision making – whether as a direct result of the LDM policy, or simply of healthy on-ground and institutional collaborative practices which enhance local decision making.

List of Government Staff Interviewed

National Indigenous Australian Agency		
	Natasha Rosas	Indigenous Engagement Officer
Dept. of the Chief Minister		
	Jessica Powter	Regional Director, Department of the Chief Minister - Big Rivers.
	Kallum Peckham-McKenzie	Regional Development Officer
Dept. of Infrastructure, Planning and Logistics		
	Claire Brown	Regional Director North, Crown Land Services
	Alice Bartram	Executive/ Stakeholder Engagement Officer
	Matthew Stone	Infrastructure Director Katherine Region
Dept. of Housing and Community Development		
	Elle Mather	Regional Director, NT Housing
	Amanda Haigh	Regional Manager, Community Development
Dept. of Trade, Business and Innovation		
	Miranda Halliday	Manager Economic Development,
Dept. of Tourism and Culture		
	Mark Crummy	General Manager, Industry and Sector Development - North
	Russell Smith	Regional Planning Office
Dept. of Education		

	Jarna Findlay	Director Quality School Systems and Support- Katherine 47
	Anne Saunders	Principal - Kalkaringi School
Dept. of Primary Industry and Resource		
	Steve Robertson	Development Officer Indigenous Pastoral Program
Local Authority - Victoria Daly Council		
	Robert Drew	Council Service Manager - Kalkaringi