

Australia Report

Social Enterprise
Visit Programme

2009



Australia Visit Programme 2009 Report



Contents

	Page
Introduction	3
SEWF Programme Overview	5
Social Enterprise World Forum	
• Conference content	6
• Conference Format/ Venue etc	7
• Ceremonies/ Evenings	8
• Visit	9
Western Australia Study Visit Programme	
• Brams	10
• Womens Enterprise Centre	11
• Nirrumbuk	12
• Goolarri Media	13
• Seminar	14
• Kooljaman & One Arm Point	15
• Lombadina	16
• Key conclusions	17
Programme Organisation	18
Individual Actions and Objectives	19
In Conclusion	26
Appendix 1 - Downloadable presentations from SEWF sessions	28
Appendix 2 - Website links	32
Appendix 3 - Delegate List	34
Appendix 4 - Print Coverage, extract from “The Age”	37
Appendix 5 - Presentation from Madjulla Inc	39



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

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

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

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

The pre-departure literature stated that the programme would;

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

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

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

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

Introduction



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

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

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

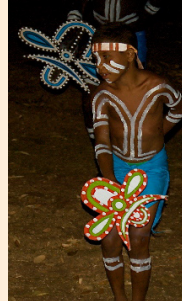
Our "Scottish Mob" are extremely grateful for the endeavours of everybody in Goolarri Media Enterprises, the seminar contributors and our host enterprises throughout the Kimberley. However, a very special thanks must be extended to Stephen "Bamba" Albert for an engagement full of warmth, humour and musicality,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

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

Sponsors

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

SEWF Programme Overview



Time

Event

Tuesday 6 October

5.15 – 7pm

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

Wednesday 7 October

7am

Registrations and networking

9am

Welcome

9.30am

Plenary session - Hypothetical

Topic: The world is a village - discuss

10.30am

Morning Tea - Connect on Time

11.00am

Plenary session – Global Showcase

Topic: Social enterprise around the globe

12pm

Lunch and World Café

1.30pm

Breakout Sessions on New Markets:

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

3.00pm

Afternoon Tea/ Connect on Time

3.30pm

Breakout Sessions on New Markets

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

6.45pm

Pre-Dinner Drinks

7.30pm

SEWF Annual Dinner

Thursday 8 October

9.00am

Plenary session – Debate

Topic: There's no business like social business

10.00am

Breakout Sessions on Pathways to success

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

11.15am

Morning Tea/ Connect on Time

11.45am

Breakout Sessions on Pathways to success

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

1pm

Lunch and World Café

2.30pm

Breakout sessions on Investment in social enterprise: what works

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

4.10pm

Plenary session - Hypothetical

We are the people we've been waiting for!

5.10pm

Forum close and official Handover

5.30pm

Closing drinks & canapes



What worked well

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

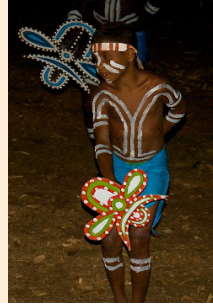
What didn't work well

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

Observations

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

Conference Format/ Venue etc



What worked well

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

What didn't work well

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

Observations

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

Ceremonies/ Evenings



What worked well

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



What didn't work well

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

Observations

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



Victorian Social Enterprise Visits



What worked well

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

What didn't work well

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

Observations

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



Representing Scotland

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

Appendix 1

SEWF Presentations

Presentations from Wednesday's sessions

Breakout Sessions on New Markets - 1.30pm:

1. Closing the Indigenous economic gap



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



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

2. Turning good intentions into action



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



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

3. Enterprise for the planet



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

4. Beyond profit



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



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



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

5. The social enterprise challenge



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

6. Stories from the front line



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



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

7. Generating ideas



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

Breakout Sessions on New Markets – 3.30pm:

2. Turning good intentions into action



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



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



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

3. Enterprise for the planet



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



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

7. Guerrilla marketing for your enterprise



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

Presentations from Thursday's sessions

Breakout Sessions on Pathways to success – 10am:

1. Landing a big deal



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



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

2. Scaling Up



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

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



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



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



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

4. Perfect match?



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



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



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

6. The only route to scale



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

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



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

Breakout Sessions on Pathways to success – 11.45am:

1. Female Entrepreneurs - the fastest path to scale?



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



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



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

2. Scaling Up



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



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

4. Perfect match?



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



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

7. Igniting your presentation



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

8. Size doesn't matter: small is beautiful



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



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



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



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

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

2. New approaches to SE investment



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



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



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

3. Demonstrating value



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



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

4. Measuring SROI and Impact



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

5. Social to Social Trading



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

6. Putting Social Enterprise on the Map



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

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

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

Appendix 2

Links Section

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

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



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

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

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

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

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

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

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

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

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

1. Triple R – 6 & 7 October 2009

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

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

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

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

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

4. ABC National – Life Matters – 8 October 2009

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

Listen to the full interview here:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

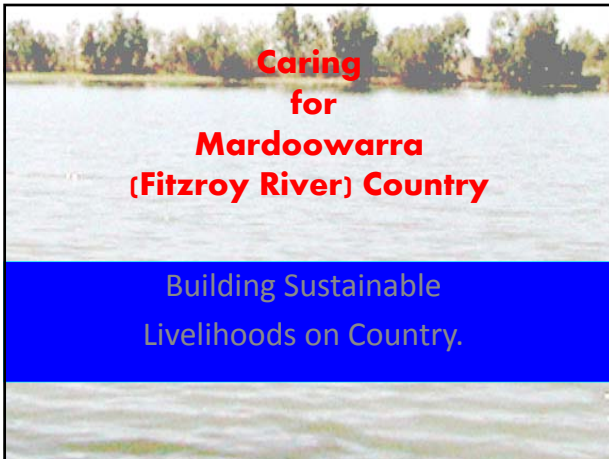
Analysis of Eaglehawk Recycling using the social return on investment approach highlights that for each dollar invested, there is a multiple of 3.9 times that is returned in the quantifiable social benefits deriving from creating enduring employment.

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

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

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

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



Gaps in knowledge and Practice

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

How will we build the Model ?

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

How can we do it?

We'll need:

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

Environmental Management

will develop & look after things like:

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

Cultural Development

will develop & look after things like:

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

Economic Development

will develop & look after things like:

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

Commitment from NMAC

What kind of commitment?


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

Caring for Country - Plan

Work through Madjulla Inc.:

Highly qualified insider researchers

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



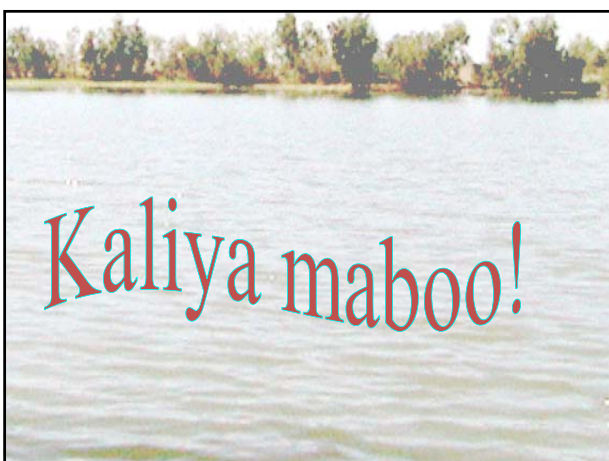
Working through Madjulla Inc.:

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



What needs to happen?

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



Kaliya maboo!