

Building Effective Indigenous Governance

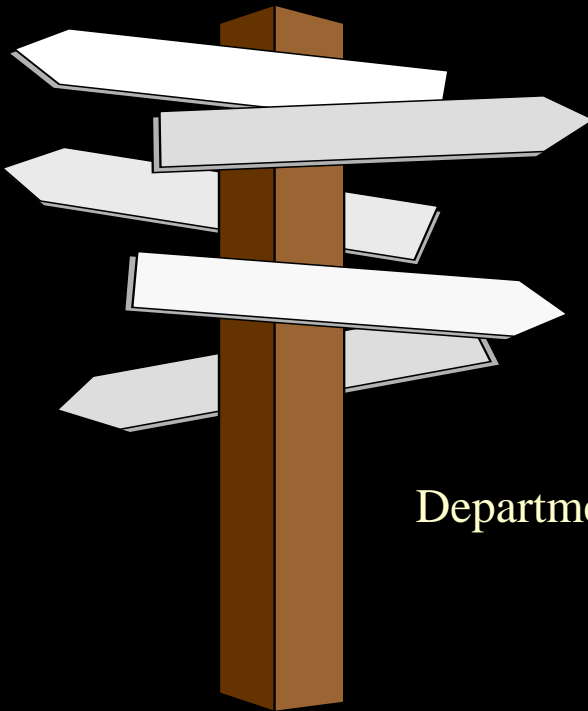
Jabiru, 4-7 November, 2003

Capacity Building - Where to from here?

Sharon Clark

Capacity Building Unit

Department of Community Development, Sport & Cultural Affairs



Key issues, Barriers, Challenges and Implications for capacity development for Indigenous governance (NT)?

SOME ISSUES, BARRIERS & CHALLENGES:

- People issues (including staff)
- Organisational corruption
- Government failure to respond to Indigenous aspirations
- Land Use Agreements

CAPACITY BUILDING IMPLICATIONS:

- Individual - succession planning, training, mentoring & strategic HR
- Organisational - identifying success & risk factors
- Community - work with small groups to build stronger, bigger ones
- Institutional - develop culturally matching structures, diagnose needs & develop the right response

Key attributes & core principles & standards for best practice identified to inform capacity building for governance

Attributes:

(Sterritt)

- Legitimacy
- Power
- Resources
- Accountability

Core Principles & Standards

(adapted fm Dodson & Smith, 2003):

- Stable & representative organisational structures
- Effective & meaningful institutions that work
- Strategic leadership
- Separation of powers
- Genuine decision-making power
- Clearly defined roles & responsibilities aligned with capacity
- Resource certainty, authority & management capacity (incl: natural, people, info, admin, \$'s,)
- Commitment to capacity development
- Sound corporate management practice
- Transparency

Current resources available or needed to support capacity building for more effective governance

CURRENT

- Indigenous governance competencies
- LGANT Training Package
- Information kits eg., Office of the Registrar of Aboriginal Corps
- Internet

NEEDED

- Customised training delivery
- RTOs or other accreditation for trainers that can deliver GT effectively
- Information vehicle/medium to provide access to resources & developments eg., website (NT) community builders (NSW)
- Information Resources in various formats & languages
- School curricula to include governance & leadership development

Priority areas identified where capacity for governance needs to be developed

- **Individual** (current & prospective community leaders, members, consumers, beneficiaries, govt staff)
- **Families** (stronger families => stronger groups)
- **Organisations** ('need hands-control', 'amalgamation', 'explore strategic and legislative options for incorporation', 'youth council in structures',)
- **Communities** (information management to promote principle of informed consent,
- **Government** ('develop & do systemic cultural matching', 'research/analyse impact of non-Indig system on communities', 'clamp down on corruption & work with Land Councils to get it right')

The Way Forward—How can capacity building be better coordinated, funded and delivered?

- Community validated needs & priorities
- Commitment to community accountability
- Consistent effort informed by diagnostic tools
- Negotiation/conversations/collaboration
- Dismantling the impact of silo mentality
- Pooled resources
- Right organisational culture & right people

Future challenges & opportunities



- Making partnerships work
- Government unlearning & developing community responsive & accountable frameworks
- Communities unlearning welfare dependancy & taking control
- Including young people as future leaders
- Succession planning - communities & govt

Choose OUR WAY FORWARD



- Anarchy, organisational bankruptcy
- Ad Hoc, ego driven, silos, adversarial
- Strong Vibrant Communities for the NT's future leaders & future citizens, balance the need to start now with a commitment to strategic direction through equitable partnerships & strong, confident relationships

INTRODUCING



FUTURE LEADERS

DANCE MOB

Thanks to:

Jabiru School & Community

Choreographed & developed by Corrugated Iron Youth Theatre