



Institute for Aboriginal Development

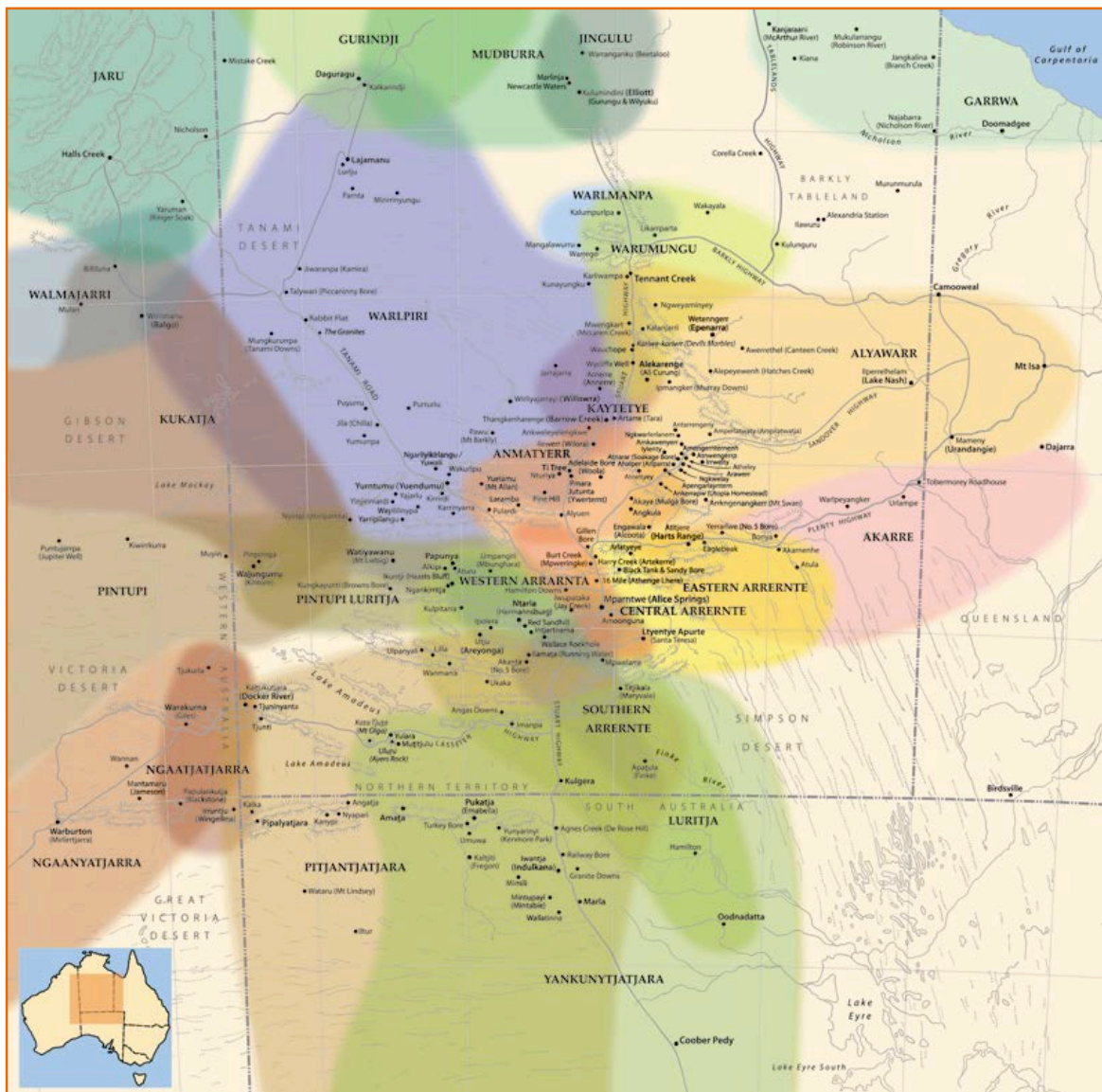
(ABORIGINAL CORPORATION ICN 7395)

ANNUAL REPORT
2012-2013

A Centre
for Cultural
Excellence

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Board of Directors and Elders

Pat Turner	Chairperson
Ron Morony	Director
Fiona Stokes	Director
Bonita Kopp	Director
Chansey Paech	Director
Roslyn Forrester	Director
Ian Liddle	Elder Member
Kathy Abbott	Elder Member



Patricia Turner - Chairperson

Ms Patricia Turner is an Arrernte/Gurdanji woman, born and raised in Alice Springs, NT.

Ms Turner spent some 30 years working in the Australian Public Service. Her career highlights include, Deputy Secretary, Department of Aboriginal Affairs, Deputy Secretary, Department of the Prime Minister and Cabinet, Deputy CEO, Deputy CEO, ATSI and CEO, ATSI between 1989 to 2004. Ms Turner held the Monash Chair, Australian Studies, Georgetown University, Washington DC, for 18 months in 1998-1999. Ms Turner was the inaugural CEO, National Indigenous Television (NITV). Ms Turner is currently employed by Tangentyere Council in Alice Springs, NT, as Manager, Early Childhood, Youth and Family Services Division.

Ms Turner has served on a number of Boards over many years including, Vice President, Federal Council for the Advancement of Aborigines and Torres Strait Islanders (FCAATSI), Board Member, National Museum of Australia, Board Member, Constitutional Centenary Foundation, Chairperson, Lumbu Aboriginal Corporation, And her current role as Chairperson, IAD. Ms Turner has also reported to many Boards over the years including the ATSI Board of Commissioners, Centrelink Board, NITV Board and currently the Executive Board of Tangentyere Council.

Ms Turner has gained a sound, up-to-date working knowledge of Boards and the important role they have in guiding organizations to meet and fulfill their full range in terms of their roles and responsibilities. These include providing Strategic Leadership, ensuring compliance, accountability, and financial oversight, including the approval of annual budgets and the appointment of the CEO.

Ms Turner was awarded the Order of Australia, AM, for public service in 1990.

RON MORONY - Member

Mr Morony was born in central Australia and is a member of the Eastern Arrernte clan group. He was the former General Manager of Indigenous Business Australia (IBA), which is a Statutory Authority set up to improve the economic position of Indigenous Australians. The IBA operates in a private sector environment and has a number of joint ventures with major corporations throughout Australia. IBA is also involved in providing home loans and support to community stores.

Mr Morony a former Director of the National Indigenous Fishing Trust, the Northern Territory Tourism Advisory Board, Geo CDC Insurance Services, Tjapukai Aboriginal Cultural Centre, and the Portheadland Homestead Centre. Mr Morony is a member of the Australian Institute of Company Directors and a member of the National Tourism Task Force. He is the recipient of the Public Service Medal for his contribution to Indigenous economic development.

Mr Morony has lived in Canberra for some 21 years and came from Alice Springs where he was employed by the former Department of Aboriginal Affairs.

Mr Morony has a long history in Indigenous economic development and he continues to urge governments and Indigenous peoples to factor into their thinking an emphasis on education, employment and commercial development as key processes of empowering Indigenous Australians.

FIONA STOKES – Member

Fiona was born in Alice Springs, Northern Territory and has family connections with Arabana, Luritja, Southern Arrernte, Pertame and Warrumungu nations. Fiona is proud of her Indigenous heritage and has a daughter.

Fiona has a Certificate IV in Training and Assessment, Certificate IV in Youth Work, and Certificate II in Governance. She is Manager of the Community Access Day Service Program with the Bindi Centre, which is a service provider for the disabled in the Alice Springs CBD and remote areas.

Fiona was a former NT Women's and NT Junior State Softball & Soccer representative, and has been involved in sport since the age of five. Fiona is also a coach of junior softball.

CHANSEY PAECH –Member

Chansey Paech is a proud descendent of the Arrernte nation and a fifth generation Central Australian. One of Mr Paech's major visions for his fellow Aboriginal people is to take strong roles in the economic and social developments within their local communities. Another priority of his is to develop, conserve and promote Aboriginal culture and languages, as he views IAD as trustees for future generations.

Having been involved and an active supporter of community groups within the local community for many years, Mr Paech has a strong working knowledge and sense of direction for a Aboriginal people in Alice Springs. Mr Paech is passionate about Indigenous Education and the development of Indigenous people.

ROSLYN FORRESTER -- Member

I thank everyone for this opportunity to have input into an organisation that is a way forward in education. I am an Aboriginal woman born here in Alice Springs, and grew up in NSW before coming back to Alice Springs to get to know my family. I have now been back and forwards between Alice Springs and NSW for 22 years.

I am a Coordinator in Social Justice working in Community Safety. I have a passion for helping and empowering my people. I believe we can achieve all of our goals by "never giving up, and working together." It's instrumental to achieving outcomes in everything we do. I believe IAD has the potential of achieve our Strategic Plan when we set aside personal barriers and share the dreams that inspire us all to be members and Board members of IAD.

Institute of Aboriginal Development Staff 2012-2013

Corporate Services

Janice Harris	General Manager / Educator
Tiahnee Campbell	Reception/Administration Assistant
Roy Arbon	Property Officer (Dec 92- present)
Li Ting Lee	IT Trainer and IT Officer (May 99-present)

IAD Press

Michael La Flamme	IAD Press Manager (Nov 12- present)
Gina Campbell	Sales and Customer Service (Dec 07-present)

Elders Program

Judith Pipe	Elders Program Assistant
Shaun Angeles	Mens Elder Mentor
Christine Palmer	Womens Elder Mentor

Chairpersons Report



This past financial year, from 1 July, 2012 to 30 June 2013, has been both a rewarding and a frustrating one. I will explain why further in my report.

The Board membership has been relatively stable with the resignation of Phillip Watkins being the only change. Regrettably, Phillip's work commitments' meant he was unavailable to commit to serve on the Board. The Board membership included myself as Chairperson, Ron Morony, Bonita Kopp, Fiona Stokes, Roslyn Forrester and Chansey Paech. The Board has met on a regular basis and in that regard has met its' incorporation requirements. In those meetings the Board dealt with strategic matters for the improvement of IAD. The day to day operations and administration of IAD was the responsibility of the then General Manager.

As members would know, all Directors on the IAD Board serve on a voluntary basis. No sitting fees are paid to Directors. We all agree this should remain the position as IAD needs a Board comprised of people who are strongly committed to good governance, developing and monitoring the implementation of sound strategic priorities and good policy making and the organisation-wide budget approval. Accountability to our members and funding bodies alike, is also an important function of the IAD Board. This AGM is part of the process of accounting to you as our members, for the past financial years' stewardship of IAD.

During the past financial year, 2012/13, the IAD Board has focused on improving the financial management of IAD. As reported last year, Matrix on Board has had responsibility for providing IAD with financial services. The arrangement was not implemented as smoothly as the Board had expected. This was because both IAD staff and Matrix on Board staff did not follow the contract as closely as the Board had signed off on in the contract. When glitches between IAD staff and Matrix arose and issues were brought to our attention, we intervened to ensure better cooperation between both parties.

However, the partnership has not worked as we expected due to poor communication and dispatching of timely requests for payments on a regular routine basis. This also meant the Board did not receive the regular financial reports it expected at each of its' meetings. This caused a lot of frustration for the Board in not being able to understand more clearly the ongoing financial status of the organisation. What the Board did know was that IAD was not flushed with cash and that costs of operations had to be contained as tightly as possible. We did our best to identify areas where costs could be minimised. We did not want IAD to become insolvent.

The Board of IAD held a Financial Workshop with a senior partner and the IAD Account manager from Matrix on Board in early 2013. The purpose of that Workshop was to get a better understanding of IAD's true operating costs, determine priorities for funding and agree a way forward. The highest priority was to seek additional Government funding for core senior administrative positions within IAD. Therefore, a number of funding submissions were prepared by myself and fellow Board member, Ron Morony. We have both worked tirelessly in lobbying FAHCSIA in Canberra, to not only increase grant funding to IAD, but to change the way funding is provided to IAD from the Commonwealth Government. The Board had agreed that the whole of government funding adopted previously by the Commonwealth, had a major negative impact on the organisation. I can illustrate this by making you aware that each of our 5 different funding bodies only provide a small component of administrative overheads with their grants.

Gone are the days when ongoing operational and maintenance costs are automatically provided to Aboriginal organisations such as IAD. With increases imposed by the new NT Government we will see further increases in our utilities such as power and water over the coming years. The lack of this core funding for administrative overheads, ongoing operational costs and necessary maintenance has had a cumulative negative impact on our budget. This combined with a decrease of some \$300,000-00 in grant funds for last financial year have again left us with a deficit. The Auditor has already given you an explanation of the deficit. I am pleased to confirm that IAD is not insolvent, which means we can continue to operate, but we must secure ongoing funding to remain viable.

All Governments now expect NGO's, whether they are Aboriginal or not, and this includes IAD, to work towards raising more of their own income towards their services. IAD has some capacity to raise funds, but will not be fully self-sustaining for some years to come.

Clearly IAD requires a better investment of government funding upfront in order to deliver services from which costs can be recouped. For example, when we are able to deliver Bi cultural competency training courses, Arrernte language courses and continue to rent some space to other organisations, then we can start to raise a better return of such investments. This is what we have planned and are still committed to working towards.

It is critical to explain to members how this deficit has come about. It is largely due to underfunding of operational costs by funding bodies and the ratio of costs to sale of our IAD Press publications. That is as simple as I can explain it. What the deficit does not represent is a lack of diligence on the part of the Board.

Last financial year IAD also applied for funding from the ABA to deal with 3 older buildings on the site, which contain asbestos. We received confirmation that our application had been approved, however, this grant is also now being assessed in the context of the Commission of Audit. IAD has recently requested that the grant of some \$230,000-00, be used for urgent maintenance and Occupational Health and Safety matters which we are obliged to meet on the site and will include securing and closing the 3 buildings thought to contain asbestos.

The information provided to you in by Report shows how the last financial year has been rewarding in terms of getting new funds approved as a result of our submissions, albeit, received just prior to the end of the financial year concerned. But the lack of regular financial reports to the Board, and the delays by both IAD and Matrix staff in implementing the new financial management regime, as per the contract the Board had signed, caused a very high degree of frustration for us.

In closing I would like to express my sincere appreciation to all my colleagues on the IAD for their commitment and determination to rejuvenate IAD to become the Centre for Cultural Excellence as required in our new Strategic Plan. I outlined the new strategic plan to members at last years' AGM.

As Chairperson, I do believe that IAD can make a significant contribution to the retention of Arrernte language and culture through our various programs and start to raise more income if we can secure the proper funding agreements with the Commonwealth Government in particular but also the NT Government for our educational services in particular. The Board and I are strongly committed to pursuing this course for all our people.

Thank You,

Patricia Turner, Chairperson, on behalf of the IAD Board





CEO Report

In this year IAD began to implement the new Strategic Plan adopted by the IAD Board in 2012. The Strategic Plan is based on the premise that Aboriginal culture is strong. The aim of the plan is to give Aboriginal peoples of Central Australia a place to strengthen their languages, cultures, knowledge and wellbeing as a foundation for moving forward on their pathways of life.

The Strategic Plan is a significant change in our organisational structure, from a centralised and hierarchical structure that reflects mainstream bureaucracies, toward a 'flatter' and more collaborative structure that reflects traditional Aboriginal cultures. This collaborative structure reflects IAD's heritage as a culturally safe educational centre for Central Australian Aboriginal groups, and also reflects best management practices for many contemporary Aboriginal corporations.

Toward that end, the Board adopted the Vision to be a *Centre of Cultural Excellence* and the Mission to *empower our people to engage in self-determination practices using First Nation Wisdom and First World Technology*.

IAD's transition from a hierarchical to a more collaborative approach has been difficult, as changes needed to occur at many levels in the organisation. At the same time, funding was further reduced, which severely limited our options to move the organisation forward. In response, the Board decided to step in and take a more hands-on approach to support the new management strategy for IAD.

The board then appointed me, Jennifer Howard as Interim CEO in September 2013 to provide stability and reorganise operational functions, while the board recruited a new CEO. I look forward to helping guide IAD through this transition into an organisation that makes full use of its facilities to serve as many Aboriginal people as possible.

Values

The Board continues to be guided by traditional Aboriginal values, such as those described by IAD Press author MK Turner in her poster, *Everything Comes from the Land* (see next page). We put those values into practice through:



Respect: in all that we do, we respect all people, including our people's cultural wisdom, spirituality, experience and knowledge.

Leadership: We empower our people to be leaders within their families, communities and fields in which they operate displaying professionalism and competence.

Learning: Our teachings are engaging and exciting, connect our people to lifelong learning, and encourage critical thinking.

Listen First: We always pay attention, wait and respect other people's point of view.

Engagement: We prioritise working as a team and engage with our people, communities and stakeholders to further the work of the IAD.

Resilience: We overcome all barriers, are persistent in our dealings and continue to be solution focused.

Goals and Strategies

The Strategic Plan is operationalised through five Goals and Strategies, with these important Actions achieved in 2012-13:

Goal 1: Strengthen our Elders to be respected and recognised as the traditional authority structures within Central Australia.

Strategy: Bring together a critical mass of elders and adults to connect cultures and be examples of bi-cultural competence.

Actions: We have an active Elders program funded by FaHCSIA that continued through this 2012-13 year. The elders meet regularly and established important relationships with key groups including Alice Springs Town Council and Lhere Atepe. They also conduct Welcome to Country, school visits to important sites, and develop our dance troupe funded through the Australia Council *Chosen Initiative*.

Goal 2: Promote, maintain and sustain our cultures and languages.

Strategy: Develop programs, courses, curricula and technologies consistent with traditional Aboriginal values and principles of bi-cultural competence.

Actions: IAD Education and Training piloted their first courses in bi-cultural competence, through team teaching with IAD trainers and Arrernte elders.

Goal 3. Create unique cultural careers, livelihoods and learning opportunities for our peoples.

Strategy: Develop and implement a cultural careers program founded on principles of bi-cultural competence, and support emerging Aboriginal enterprises.

Actions: IAD Corporate Services established new lease arrangements with three organisations: Central Australian Remote Health Development Services, Karen Sheldon Development and Training, and Graynic Training Solutions. These tenants will increase career opportunities and provide self-generated income that will contribute to organisational sustainability.

Goal 4. Teach our peoples to navigate Aboriginal and Western worlds.

Strategy: Develop and deliver bi-cultural career education programs and nationally accredited certificates; develop training partnerships with tourism, hospitality and retail sectors; develop a culturally appropriate corporate enterprise model, and a succession plan

Actions: IAD offered the following courses through the NT-DET Resource Agreement, DEEWR's Supplementary Recurrent Assistance (SRA) and Indigenous Tutorial Assistance Scheme (ITAS): Certificate I and II in Business; Certificate I in Information Technology; Certificate I and II in Spoken and Written English

Goal 5. To share our cultural wisdom and knowledge with the world

Strategy: Publish and produce Aboriginal works, and position IAD as a leader in cultural and language publications.

Actions: IAD Press published the first textbook on Aboriginal kinship, the first online multimedia dictionary for desert languages, and the first iPad app for Aboriginal language development. They continue to publish the Jukurrpa Diaries and Calendars that include 36 desert artworks, and are starting writing workshops for writers in all languages.

With strong leadership from the Board and new IAD Management, we will build a strong future on the foundation of our long history and traditional values. The IAD Board and Staff need to be commended, for the hard work, dedication and commitment they shown over the last year.

Jennifer Howard, Interim CEO

Language and Culture

The aim of this program is to strengthen relationships and support meaningful engagement of Aboriginal people in Alice Springs with government and service providers. This project builds the capabilities of senior Aboriginal men and women to engage with Government and the broader Alice Springs community.

The Elders Program has been an important port-of-call for many organisations in Alice Springs due to the seniority and knowledge of the Arrernte Elders. On many occasions this group has become of assistance to a service providers, organisations, companies, and stakeholders across Australia in a short amount of time. The group has gained momentum since being established in June 2012, and shares its authority on cultural consultancy in and around the Central Australian region. They were invited to repatriate cultural materials with the Museum, to work with the Alice Springs Town Council on cultural signage, and support Lhere Artepe native title organisation to strengthen traditional leadership. They were also selected as recipients of the Australia Council for the Arts *Chosen Initiative*, to develop an Arrernte dance group.

The Arrernte Elders will grow to become an effective leadership group to address many issues that affect families and communities. IAD and other organisations are confident these senior men can design innovative solutions to better the future of everyone who resides here. It has been a privilege to work with such caring men and women.

This program has the potential to change civil society to enrich both Aboriginal and Western lifestyles.

Janice Harris

Project coordinator

Shaun Angeles

Men's Program Mentor

Christine Palmer

Women's Program Mentor

Judith Pipe

Program Assistant



Education and Training

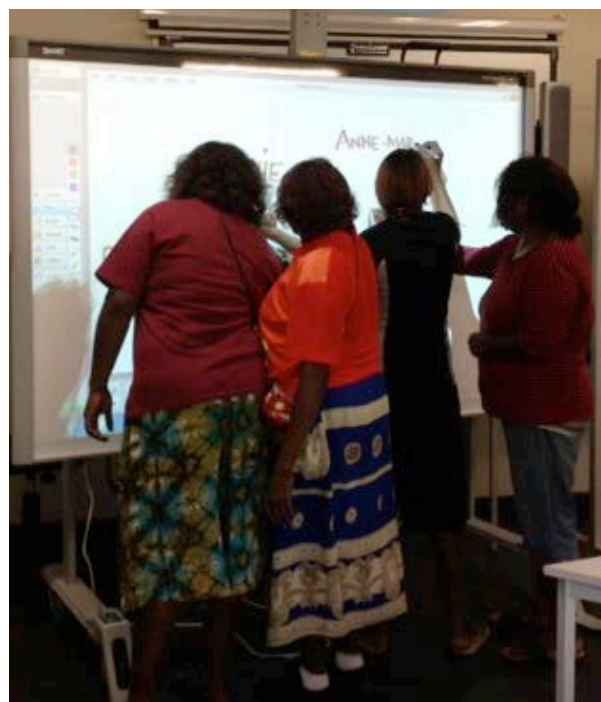
The vision of IAD is for Indigenous people to enjoy lifelong learning and successful jobs. Trainers Li Ting Lee and Janice Harris roles were to provide individualised training because each student has a different way of learning.

The trainer makes the difference - the relationship with a supportive trainer is the key factor in attendance and achievement outcomes for our students—most of whom have never had a successful educational experience. Feedback from students indicated they enjoyed their classes because the activities made them want to learn more and to gain more skills. Our relevant and contextualised learning activities enhanced participation.

Li Ting has found from her experience with hundreds of indigenous students that the key to effective engagement is to make a connection with them. This means taking the time to understand each student. The quality (genuine and affective) of relationships is based on: mutual respect and trust between trainers and students; observing cultural sensitivities; creating a comfortable and safe learning environment; and purposeful interaction in the classroom. Some students require extended time to develop skills, therefore time and patience are required. Trainers need to be flexible, understand the needs of their students, and work together.

IAD was successful in gaining funding to purchase new touchscreen computers, data projectors, iPads, and a Smartboard. Students respond very well to touch technology in the classroom (iPads and touchscreen all-in-one desktops with Windows 8 and Office 2013). Touch makes technology more comfortable, training more interesting, increases stimulation and engagement, decreases 'time to learn' and enhances knowledge retention. In addition, the Smartboard (another touch technology) allows four students to use one screen and write at the same time, enabling collaborative learning.

Janice Harris delivered some literacy and numeracy training with Elders, using a bi-cultural competency approach. Students gained a more in-depth understanding of their culture and language.



Module Completion and Learner Feedback

IAD achieved module completion rate of 46% last year (2011), and made a significant improvement of 15% to achieve a completion rate of 61% this year in 2012. The learner feedback for year 2012:

Learner Feedback	Score
Average all scales	80.4
Trainer Quality	87.0
Effective Assessment	79.6
Clear Expectations	75.9
Learning Stimulation	75.3
Training Relevance	81.5
Competency Development	77.8
Training Resources	80.2
Effective Support	84.0
Active Learning	75.0
Overall Satisfaction	88.9

Programs offered in July 2012 to June 2013:

- BSB10107 Certificate I in Business
- BSB20107 Certificate II in Business
- BSB30407 Certificate III in Business Administration
- ICA10111 Certificate I in Information, Digital Media and Technology
- 91421NSW Certificate I in Spoken and Written English
- 91422NSW Certificate II in Spoken and Written English



Publications

This year, IAD Press focused on 1) identifying language resource needs, 2) increasing access to our content through electronic publications, 3) enabling Aboriginal writing in all languages, and 4) strengthening our customer relationships.

Language Resource Needs

We designed and conducted the nation's first scoping study of Aboriginal language resources. We identified the types of available language resources (eg dictionaries, grammars, learners guides), and which resources were available for each central Australian language. We are using this information for our publication planning.

We also conducted the Indigenous Language Survey, and Arrernte language experts observed significant language degradation. Young people use a limited vocabulary, and mix multiple languages in one sentence, which restricts their ability to communicate.

In response, we are focusing on electronic resources to help children develop their skills, to help speakers teach each other, and to expand the vocabularies of languages.

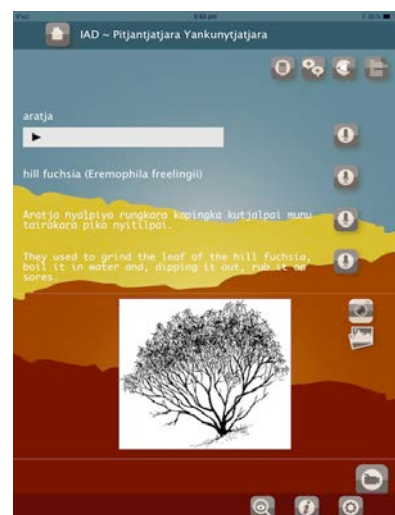
Increasing Access

Online Picture Dictionaries

Over the past ten years we developed print picture dictionaries that pair image and text for language speakers to develop literacy. Because young speakers need to learn correct pronunciation, we developed online picture dictionaries with added speech (above) for Pitjantjatjara, Yankunytjatjara, Alywarr, and Arrernte.

iPad Language Apps

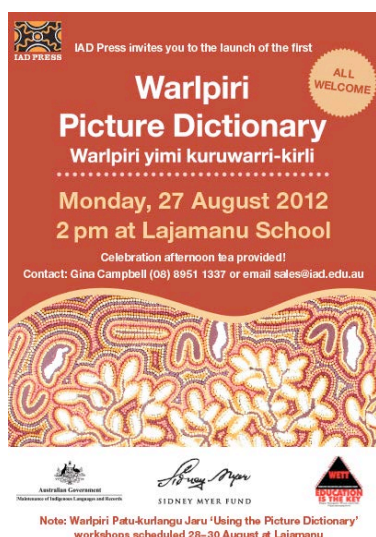
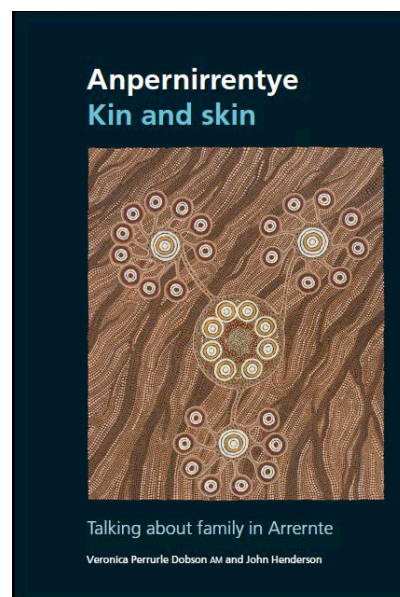
We observed how elders, linguists, teachers and learners use print and mobile media, and found they use both socially, to communicate. We chose the iPad platform, and worked with users to develop each app feature. Over several months, we designed a multimedia dictionary with text, image and sound for each word; and for each word users can add: a translation in text and sounds, bilingual stories in text and sound, a photo and video.



Learners can compare their pronunciation in a 'practice room,' and experts can upload new content to our server where it is moderated and shared with everyone! That app is now available from the iPad App Store for Pitjantjatjara, Yankunytjatjara, Alywarr, Central and Eastern Arrernte.

Anpernirrentye: Kin and Skin

This book and online pronunciation guide is the first step-by-step explanation of Aboriginal kinship relations for any language. Written by long-time collaborators Veronica Dobson and John Henderson, it starts with father-mother relations and continues to extended kinship networks that link everyone, with hundreds of colour-coded diagrams. Arrernte pronunciation is on the IAD Press website.



Warlpiri Picture Dictionary

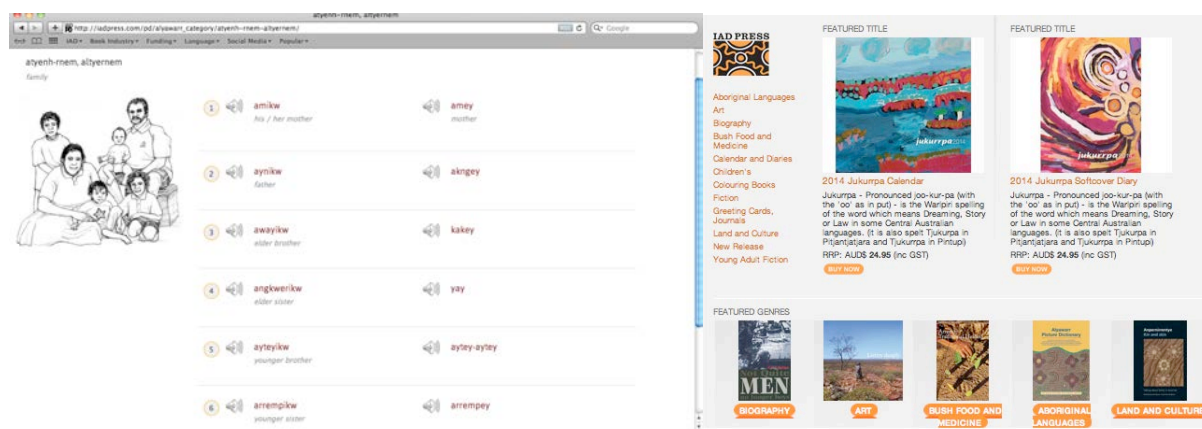
After a long development process by many people coordinated by Robert Hoogenraad and Mary Laughren, we launched our latest picture dictionary for Warlpiri at Lajamanu in September.

Customer Relations

We have two initiatives to support our customers: an improved website and a reprint program.

Website

We are updating our website to make it easier for visitors to see the range of books available (below right). We are now able to sell all forms of electronic media through our website, and host language resources (below left). We are also implementing the recommendations of two web consultations, and are beginning a new social media effort.





Reprints

As a result of our scoping study, we prioritised the language resources needed in central Australia. Our goal is to put our entire catalogue in print within the next two years. This year we reprinted: the Pitjantjatjara Yankunytjatjara Dictionary in a lightweight softcover format; A Town Like Mbantua, and organisers of the National Native Title Conference purchased copies for all attendees; Tracker Tjuginji, a children's book and CD, and launched it with Bob Randall at our Sharing Our Stories event (above); Listen Deeply, stories by Kathleen Wallace and residents of Ltyentye Apurte, also with a CD; and our 2014 Jukurrpa Diaries and Calendars, an 18-year tradition. The vitality of desert culture is reflected in the innovation we see each year in the artwork.

Enabling Aboriginal Writing

We set our top priority to develop Aboriginal writers in all languages. We hosted an Indigenous Literacy Day celebration, Sharing Our Stories, that brought together storytellers in many languages and media; participated in the inaugural First Nations Australia Writing Workshop in Brisbane, where we met many Aboriginal publishers and writers. Upon returning, we invited writers from Aboriginal organisation, and hosted a University of Queensland student who worked with us on a guidebook for developing oral stories into a written form. We also commissioned a painting showing how IAD Press helps link central Australian storytellers with people of other languages and countries around the world. Those resources will be distributed early next year.

In response to this new focus, we received manuscripts from Aboriginal writers of several language groups, and are working one-on-one to develop them for publication. Our doors are open to all central Australian Aboriginal writers.

Office

Within the Publications office, Tony Duke was manager for half the year, handed over to Michael LaFlamme, and we remained in regular contact. Gina Campbell now focuses on Sales and our new social media initiatives.

All of these activities are made possible through the support of the Australia Council for the Arts, the Office for the Arts, and our loyal customers!

ISSN

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