

Final Report
FRDC project 2009/323

**Scoping study to assess the potential to develop an
Indigenous Fisheries Centre of Excellence (IFCoE).**



'Dugong Beach' Groote Eylandt Northern Territory

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September 2010



Fisheries Research and Development Corporation

Scoping study to assess the potential to develop an Indigenous Fisheries Centre of Excellence (IFCoE).

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The FRDC plans, invests in and manages fisheries research and development throughout Australia. It is a federal statutory authority jointly funded by the Australian Government and the fishing industry.

Glossary

Acronym	Description
AFANT	Amateur Fishermans Association of the NT
AFMA	Australian Fisheries Management Authority
ALC	Anindilyakwa Land Council
ANU	Australian National University
BAC	Broome Aquaculture Centre
CDU	Charles Darwin University
CEO	Chief Executive Officer
CI	Co-investigator
CoE	Centre of Excellences
DEEDI	Department of Employment, Economic Development and Innovation
DoR	Department of Resources, Fisheries
FRDC	Fisheries Research Development Corporations
IBA	Indigenous Business Australia
IFCoE	Indigenous Fisheries Centre of Excellence
IPA	Indigenous Protected Areas
JCU	James Cook University
KLC	Kimberley Land Council
NAILSMA	North Australian Indigenous Land & Sea Management Alliance
NGO	Non Government Organisation
NLC	Northern Land Councils
NRETAS	Department of Natural Resources, Environment, the Arts and Sport
NRM	Natural Resource Management
NT	Northern Territory
NTG	Northern Territory Government
NTSC	Northern Territory Seafood Council
PI	Principal investigator
Qld	Queensland
RD&E	Research Development & Extension
SCU	Southern Cross University
SSA	Seafood Services Australia
TLC	Tiwi Land Council
TNQI TAFE	Tropical North Queensland Institute of TAFE
TSIRC	Torres Strait Island Regional Council
TSRA	Torres Strait Regional Authority
WA	Western Australia
WAFIC	Western Australian Fishing Industry Council

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1 NON-TECHNICAL SUMMARY

Project No. 2009/323: **Scoping study to assess the potential to develop an Indigenous Fisheries Centre of Excellence (IFCoE).**

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1.1 OBJECTIVE

To prepare a scoping paper to assess the feasibility and level of support for developing an Indigenous Fisheries Centre of Excellence (IFCoE).

1.2 OUTCOMES

- Scoping report to assess the feasibility and level of support for developing an IFCoE completed
- Significant linkages developed with potential participants in a future IFCoE
- The Fisheries Research Development Corporations (FRDC) profile expanded across a wider range of potential clients.

1.3 KEYWORDS

Indigenous, Research, Development & Extension (RD&E), fishing and seafood industry

1.4 ACKNOWLEDGEMENTS

This project could not have taken place if the various associations, groups, councils and individuals across sectors had not provided their valuable time, input and effort working with the project team. Their input and participation was critical to the completion of this project.

Special thanks to Bo Carne, Stan Lui and Brooke Rankmore for their input and assistance in coordinating a range of meetings.

Great appreciation to Ben Fraser for his comprehensive input.

The support of Patrick Hone and the Board of FRDC is acknowledged and greatly appreciated.

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FINAL REPORT

Project No. 2009/323: Scoping study to assess the potential to develop an Indigenous Fisheries Centre of Excellence (IFCoE).

2 BACKGROUND

A number of individual, organisations and institutions across Australia are undertaking some form of Indigenous focussed Research, Development and Extension (RD&E) that has a fishing and seafood focus. However in many instances this RD&E to the Indigenous sector has not been delivered in a strategic and coordinated manner.

A number of Indigenous groups have expressed an interest in developing local institutions to deliver training, and to a lesser extent undertake RD&E, related to the seafood industry, including wild-harvest, research, aquaculture, fishing tourism, compliance and resource management. It has been proposed that optimised outcomes may be best achieved by developing a coordinated approach through a more formalised service delivery vehicle, thereby allowing the development of areas of expertise across northern Australia to enhance delivery of RD&E to Indigenous people, service providers and funders.

Many Indigenous people have expressed a view that greater involvement and better results would be achieved by undertaking RD&E in Indigenous communities, in close collaboration with, or being lead by Indigenous people. Discussions have also shown that there is a need to focus RD&E towards programs that provide real socio/economic benefit to Indigenous people.

This Fisheries Research and Development Corporation (FRDC) supported project sought to collect information that would allow an assessment of the feasibility of establishing an Indigenous Fisheries Centre of Excellence (IFCoE) to cover northern Australia.

Interestingly, using the 'Centre of Excellence' term caused some level of confusion amongst stakeholders, as focus tended initially to be on a physical site, structure or building rather than the concept of a coordinated approach that may take a number of, undefined forms.

What became clear throughout the project is that there is some level of support from all stakeholders for the concept of delivering strategic and coordinated RD&E for the Indigenous sector of the fishing and seafood industry. How that is to be achieved however was not clearly identified, although a number of options were proposed.

This report summarises the views from the various stakeholders, the challenges posed with coordinating engagement, and summarises some of the options put forward.

3 NEED

Around 2.5% of Australia's population is Indigenous and in the Northern Territory (NT) it is higher at 30%. Further, many remote communities in northern Australia (NT, Western Australia and Queensland) are largely Indigenous.

Current discussion between the Northern Territory Government (NTG) and NT Indigenous groups, following on from what is generally referred to as the Blue Mud Bay Court Case¹, is likely to see increased opportunities for Indigenous engagement in a broad range of fishing and seafood related activities in the NT. During these discussions the need for improved, coordinated, strategic, culturally appropriate RD&E, capacity building and training has been raised a number of times.

Despite extensive funding for Indigenous employment, training and education, Australia still lacks numbers of appropriately qualified Indigenous people, particularly in remote areas. Many previous attempts to provide these opportunities have largely been unsuccessful. To maximise these opportunities and assist in building capacity, there is a need to have innovative and coordinated RD&E.

A number of institutions are undertaking Indigenous focussed RD&E across Australia that have some level of interest in fishing and seafood. Many Indigenous people feel that better results would be achieved by undertaking RD&E and training in Indigenous communities, where existing fishing and seafood industry and resource management activities already occur.

Some northern Australian Indigenous groups have expressed an interest in developing local institutions to deliver RD&E and training related to the fishing and seafood industry, including wild-harvest, research, aquaculture, fishing tourism, compliance and resource management, through a coordinated vehicle.

To test this concept there was a need to scope Indigenous people's aspirations in respect to the types of services they require and which delivery models will address these needs in a culturally appropriate manner.

The NT, with the assistance of FRDC, is well placed to take a lead role in investigating the potential for a national investment in Indigenous Fisheries RD&E.

4 OBJECTIVE

To prepare a scoping paper to assess the feasibility and level of support for developing an Indigenous Fisheries Centre of Excellence (IFCoE)

5 METHODS

This project involved a great deal of face-to-face interaction with individual stakeholders, groups and associations. As outlined previously, elements of discussions currently taking place between the NTG and Indigenous land councils include the possibility of increased opportunities for Indigenous engagement in fisheries resource management and enhanced economic development opportunities.

A number of fisheries jurisdictions across Australia are working on Indigenous fishing issues and/or developing Indigenous fishing strategies. The need for increased RD&E and to build existing capacity has been identified in many instances as a key limiter in delivering optimal benefits to Indigenous people and the community.

Developing, delivering and coordinating these strategies in a culturally appropriate and effective manner is complicated and the concept of IFCoE, in some form, has been

¹ Further details regarding the Blue Mud Bay High Court decision of 30 July 2008 can be found at www.austlii.edu.au/au/cases/cth/HCA/2008/29.html.

suggested as a means to accomplish this. Before this can be fully embraced, it was considered prudent to undertake a scoping study, considering;

- objectives for an IFCoE
- what an IFCoE might look like – organisational/structural
- roles and functions of an IFCoE - scope of activities
- feasibility, including socio-economic benefits that might flow to Indigenous sectors
- who would be the partners/providers/owners/host
- would it operate, nationally or regionally
- how could the IFCoE be resourced in the short-term and long-term
- alignment with future national directions in RD&E
- how could the concept be further developed and who should be involved.
- what would success look like.

The methodology focussed on the co-investigator (CI) and the principal investigator (PI) undertaking discussion with relevant government agencies, service providers, land councils, Indigenous groups, representative stakeholder groups and potential partners/providers, from across northern Australia to identify the scope for the development of an IFCoE, with a view to addressing the key issues identified above.

In addition, literature research took place to identify how existing Centre of Excellences (CoE) within Australia functioned as well as other matters that would be relevant to the possible establishment of an IFCoE.

5.1 IDENTIFYING SUPPORT FOR A POTENTIAL IFCoE

Potential target groups for consultation regarding the concept of developing a IFCoE were identified by the NTG, through the Department of Resources (DoR), FRDC and the investigators. This list had the potential to be extensive, but in line with the scope, budget and timelines associated with this project, it was agreed to focus on a select group of northern Australian potential partners selected from within;

- government

- Indigenous land council or alliances
- industry associations
- private partners/contributors
- state/territory fisheries agencies
- training/RD&E providers
- universities/tertiary institutions.

5.1.1 Identifying Potential Groups to Contacts

From within the list outlined in section 5.1, the investigators identified a number of specific organisations to potentially meet and undertake discussion with. This list was based on the investigators' past experience and existing links with the various groups, especially in respect to potential Indigenous participants. The final contact list is shown in Table 1.

When developing the list the investigators were cognisant of the fact that not all groups may be able to, or wish to, be involved in the discussions. It was acknowledged that it may not be possible to arrange suitable times to undertake meetings with all the groups within the project's timelines.

Once the key groups were identified the next task was to identify the correct people to make contact with and to arrange a timetable for meetings. This is particularly relevant when dealing with Indigenous groups.

5.1.2 Capturing Meeting Outcomes

The aim of the project was to seek views as to the merits, possible roles, organisational structure, etc of an IFCoE through an open discussion process, without pre-empting outcomes. This was to be achieved by only providing a small amount of prescriptive information pre-meeting as to how the possible IFCoE may function. However using this approach during initial conversations it was apparent that there was significant difficulty in getting the key concepts across; what the project was trying to achieve and what type of outcomes were being sought from the scoping project.

It was found that some documentation was necessary to facilitate discussion, so two short discussion papers were developed. The first discussion paper provided an outline of the project as approved by FRDC (Appendix III) and the second provided some discussion points to better focus the discussions (Appendix IV).

This process provided some scale/scope and allowed for easier and more informative discussions to take place.

If possible, prior to any meeting, the identified contact for each group was provided with a copy of the two documents to allow the opportunity for internal discussions to take place. If contact details for electronic or hard copies of the information weren't available, information was provided at the time of meeting.

Capturing information through face to face meetings, seemed the best means to facilitate discussions around the key areas, rather than seeking written response, although this was always provided as an option.

When face to face meetings were held, information was collected during the meeting by the PI or CI. Where possible, a verbal summary of the outcomes was provided to the group during the meeting, as part of data capture.

5.2 WHAT DO OTHER CENTRES OF EXCELLENCE LOOK LIKE

The project also sought to undertake a literature search to assess how existing CoE within Australia were established, their briefs, funding options and other matters that would be relevant to the possible establishment of an IFCoE.

This was addressed mainly through website searches of existing CoE and identifying relevant information for the scoping project. As a result of discussions during the project, the scope was expanded from investigating formal CoE to also including some information on other facilities that have been put in place to provide a coordinating role to RD&E (e.g. North Australian Indigenous Land and Sea Management Alliance [NAILSMA] and Recfishing Research).

5.3 POTENTIAL FUNDERS

There was also scope in the project to seek out potential funders for an IFCoE. However as there was no clear direction as to what form the IFCoE would take at this stage, there was little focus on this aspect of the project.

6 RESULTS AND DISCUSSION

This section assesses the project's results and seeks to explain the processes used and assess the success of the methods employed, and where possible, provide some guidance for any follow up work on this project.

6.1 CONTACTING AND MEETING POTENTIAL IFCoE PARTNERS OR STAKEHOLDERS

6.1.1 Contacting stakeholders

The process of identifying and contacting potential groups to interview about the IFCoE was limited, to some extent, by the scope and time frame of the project. Notwithstanding this, a varied and wide range of stakeholders were contacted, with the majority contributing to the project. This allowed the investigators to test the concept of an IFCoE with approximately 30 organisations from a range of sectors and geographic locations. Groups that meeting were held with are shown in Table 1.

What became very clear early on in the process was the need to keep some level of control with the contact list, as it had the potential to far exceed the capacity and resources of the project to undertake a full assessment of the idea of the IFCoE. The PI, CI and the DoR discussed the types of organisations that it felt would be useful to meet with, acknowledging that this scoping report is only a first step in progressing an IFCoE concept.

There was a very high participation rate from the contacts shown in Table 1, with some form of response received from all groups contacted. In a number of instances getting these responses involved a number of email and phone contacts, followed up by face to face meetings.

Table 1: Groups That Were Contacted During the IFCoE Scoping Project

Amateur Fishermans Association of the NT (AFANT)
Anindilyakwa Land Council (ALC)
Australian Fisheries Management Authority (AFMA) – Head Office Canberra – Thursday Island
Australian National University (ANU)
Bawinanga Corporation
Broome Aquaculture Centre (BAC)
Charles Darwin University (CDU) – Indigenous Centre – Maritime Study Unit
Department of Education and Training
Department of Employment, Economic Development and Innovation (DEEDI).; Primary Industries and Fisheries Qld
Department of Fisheries WA
Department of Natural Resources, Environment, the Arts and Sport (NRETAS)
Department of Resources, Fisheries and Indigenous Pastoral Program (NT)
Indigenous Business Australia (IBA)
Indigenous Economic Development
James Cook University (JCU)
Jaragun Pty Ltd
Kimberley Land Council (KLC)
Land Council Supported Ranger Groups
North Australian Indigenous Land & Sea Management Alliance (NAILSMA)
Northern Land Councils (NLC)
NT Seafood Council (NTSC)
Parks and Wildlife Commission of the NT
Rainforest and Reef Research Centre
Ranger groups receiving funds under the NTG Marine Ranger Program
Southern Cross University (SCU)
Tiwi Land Council (TLC)
Torres Strait Hand Collectables Working Group
Torres Strait Island Regional Council (TSIRC)
Torres Strait Regional Authority (TSRA)
Torres Strait Regional Authority Land and Sea Management Unit
Tropical North Queensland Institute of TAFE (TNQI TAFE)
Western Australian Fishing Industry Council (WAFIC)

A valuable lesson learnt was the need for flexibility when seeking to undertake consultation with a range of stakeholder groups, especially Indigenous, so as to not put in place too many constraints which could limit the ability to undertake real and meaningful consultation.

The face to face meetings proved the most successful approach, with few written responses provided (one to two but with little content). In addition, as the concept was complex and the possible configurations of an IFCoE not clearly defined, face to face exchanges allowed a range of ideas to be discussed as well as the capture of information beyond the scope of the project. This would not have been as easily achieved with written responses.

Discussions took place for the first meeting Northern Territory Seafood Council (NTSC) without any material outside of a brief summary of the FRDC project proposal. This was with a view to allow full, frank and 'blue sky' discussions to take place. In fact having no clear direction made it very difficult to focus discussions at a strategic level. As mentioned previously, as a result of this meeting two discussion documents (Appendices III and IV) were prepared to facilitate future discussions.

The two discussion documents were then provided prior to any meeting where possible and this helped put the idea into context, outlined the scope, and allowed some structured discussions around the concept. This may have stifled some aspects of discussion, but at all meetings it was made clear that the two papers were merely to stimulate discussion and provide some ideas that could be discarded, agreed to or built on.

6.1.2 How did the engagement process go?

The engagement process went well. The investigators determined that each meeting would have a flexible structure that allowed the various groups to engage based on their level of understanding of the concept, or their ability to formally commit. This saw the meeting structures range from brainstorming sessions, question and answer opportunities, or basic information delivery. Not having a standard meeting process meant that different outcomes were achieved at each meeting, but this approach did not detract from the overall project aim.

The level of discussion in most instances depended on what level of decision making authority the meeting attendees had to commit to the IFCoE concept. Those that had the

authority tended to be more exploratory about the concept, where those that were collecting information to take back to their group focussed more on gathering the appropriate information.

A very positive aspect of the engagement process was that there were a large number of organisations willing to discuss the concept. It also raised the profile of FRDC amongst some groups, especially those that had not really been aware of its role in RD&E previously.

Engagement with the user groups, government agencies and tertiary organisations was relatively simple, involving email and phone discussions to arrange appropriate meeting times, venues and participants. It was not possible in all instances to talk to heads of organisations and in those instances appropriate persons within the organisation became involved.

Indigenous group engagement often proved more difficult for a number of reasons, including the fact that all the land councils contacted had major ongoing issues around sea country taking place concurrently with this project. The Northern Land Council (NLC), Anindilyakwa Land Council (ALC) and Tiwi Land Council (TLC) were seeking to finalise issues around the Blue Mud Bay court case, the Kimberly Land Council (KLC) was dealing with a range of matters surrounding the LNG Precinct and the Dampier Peninsular Land And Sea Use Agreement, and the Torres Strait had a significant native Title decision handed down over sea country. Subsequently meetings could only effectively be organised through existing contacts, and it was in this area that Bo Carne (NT and Kimberley), Stan Lui (Torres Strait and Cairns) and Brooke Rankmore (Groote Eylandt) proved invaluable in arranging and coordinating meetings. Although meeting with the right people is important in all situations, it is very important in Indigenous culture. The assistance of the people above helped guide the project in the right direction when meeting Indigenous groups or individuals.

Understanding that generally you are working in a collectivist paradigm when dealing with Indigenous groups is often difficult for many non Indigenous people to understand. This, in many instances, can lead to sub-optimal results (especially in respect to scope of outcomes and timelines), especially from a non Indigenous perspective. Of particular relevance is the need to understand that there are significant differences between the generally individualist

focused western culture and the generally collectivist focused Indigenous cultures, and how this can impact on engagement.

Although this report's role is not to dwell on cross cultural issues, it is important to understand the limitations they may place on achieving anticipated outcomes within specified timelines. These matters should be considered as part of any future projects seeking Indigenous input; i.e.;

- the need for non Indigenous people to be cognisant of the processes that should be observed when seeking to engage with Indigenous groups
- finding the right people to consult with – those who have the authority or responsibility to speak
- the need to allow sufficient time for group discussion on issues – this may be a lengthy period, but importance is placed on getting the idea/deal completed correctly (culturally and operationally) before formal agreement is made. This is often a slow, slow, quick processes (slow to engage, slow to reach agreement and quick to move forward once agreement has been reached)
- a major focus on getting the right process in place and achieving consensus – not a majority decision
- being cognisant of the importance of relationship, family, kinship and the resultant roles and responsibilities they carry, and how that influences decision making
- setting tasks or having discussions which are critical of persons or ideas may be counterproductive to achieving outcomes
- understanding the different impacts on the daily lives of Indigenous people, especially in remote communities, and where these issues sit in order or priority (the need to put food on the table may be more important than research or meeting with researchers)
- allowing sufficient time to build positive relationships in communities, which are essential prior to getting down to business.

Not having the resources, but more particularly the time to undertake more formal feedback and follow up meetings at a later stage meant that this project's outcomes could only be general in nature.

6.2 MEETING OUTCOMES

Whether face to face, telephone or via correspondence the information collected from each meeting was collated by the investigators. In most instances verbal summaries of key meeting outcomes or discussions were provided to meeting participants to ensure that conversations were correctly recorded.

Many groups had to take the concept back to their respective constituents and were therefore not comfortable with their specific views or quotes being identified in this report without an opportunity for further discussion.

So as to complete this report and provide a valid summary of discussions and outcomes, comments and views have not been referenced to individual participants but are discussed in general terms. As such a brief of my understanding of the meeting outcomes is included at Appendix V.

6.2.1 Summary of outcomes

There were no negative responses to the concept and in general there was support in-principle for the concept of an IFCoE, in one form or another. All organisations expressed interest in being part of any future discussions or development opportunities that may be forthcoming. There will be the need for groups to consult with their members/constituents when a more detailed proposal for the IFCoE emerges, as it was felt that the devil will be in the detail.

From the discussions the following issues were raised;

- the use of the term IFCoE was misleading, as the focus shifted to infrastructure and siting, not coordination
- there was a recognised need for a coordinated approach to RD&E in general, and as such a clearer focus on Indigenous RD&E was considered a sound idea

- the scope of the IFCoE may need to be broader than merely the fishing and seafood industry RD&E, so as to fit better with Indigenous focus and views; i.e.
 - include aspects of natural resource management (NRM)
 - note the connection between land and sea
 - include training
- concerns were expressed whether an IFCoE could
 - lead to reduced funding for core fishing and seafood RD&E to the detriment of programs that currently supported sustainability and increasing the value of industry
 - merely be a rebranding of existing resources
- further development of the concept should seek to engage more with Indigenous stakeholders to develop a more bottom up approach (more organic), acknowledging this may take considerable time
- who is to benefit from the development of an IFCoE – is it to mainly meet contemporary management arrangements or to meet Indigenous peoples’ needs
- a national one size fits all approach will most likely not work and there may be benefits from building on and developing existing engagement links, with a focus at regional levels (e.g. northern Australia).
- a face to face approach proved the best means to obtain information, and gain engagement and feedback
- that using or creating an organisation/process in which the functions of an IFCoE were not core to it’s business, or role, could lead to the IFCoE objectives being diluted to fit into the ‘host’ organisations objectives (i.e.; there is a need to have specific staffing, budget, resources, and dedicated program/organisation that’s core function is to meet the IFCoE’s objectives, not just an add on)

- no silver bullet was identified, but a number of options were put forward as a means to develop a coordinated approach to Indigenous RD&E.

6.2.2 What options were provided?

Due to the project's name, 'Indigenous Fisheries Centre of Excellence', initial discussions inevitably tended to focus on the physical aspects of an IFCoE; i.e. a building or structure that provided all services rather than a more general service delivery concept. However after initial introduction and discussions it was possible to shift deliberations to considering the merits of developing a mechanism to assist in coordinating Indigenous based fisheries related RD&E.

Overall participants felt it was not practical to have one centre to provide all of the services that an IFCoE should undertake – that is, the roles and services delivered by an IFCoE would be best serviced by having various functions undertaken in areas that best met users' needs but with some level of coordination.

From discussions a number of options were identified on how to structure a process to meet the possible objectives of an IFCoE. These included;

- development of a formal centre of excellence which has a CEO (or equivalent) and administrative staff to take an overall role in coordinating and possibly commissioning Indigenous focussed RD&E (an organisation with no other core function or political affiliations, but the objectives of the IFCoE)
- development of an organisation, similar to Recfishing Research, which has expertise and representative members
- development of a subprogram within FRDC
- enhancement of the FRDC Indigenous reference group's role and scope
- building or adding onto an existing organisations with a similar role in other fields
- building a loose coalition of people with the expertise to provide guidance
- do nothing, unless there is an organic bottom up driven need.

In all instances these options have a common issue which relates to engaging with and then identifying appropriate people who can speak on behalf of Indigenous people. This is a complex matter that will need to be considered by FRDC as this process moves forward.

Each of these options is discussed in the following sections.

6.2.2.1 develop a formal centre of excellence

This option was offered as a possibility, with a view to developing an Indigenous lead coordinating organisation that had a CEO/Manager and a small number of staff, to help oversee the roles that an IFCoE would undertake. It could act as a non political policy centre at a broad level and also as an advisory unit.

It was felt that the organisation could be managed by a Board (selected from people with credibility and expertise) that would, amongst its roles, be responsible for determining and monitoring the mission, purpose and programs. Roles of the Board could include;

- providing policy guidance
- developing national principals and guidelines
- ensuring RD&E is strategic and focused towards Indigenous and industry outcomes
- identifying critical areas and projects whilst agencies, RD&E providers and communities catch up
- providing advice on critical areas/priority areas for research - identifying gaps
- identifying and commissioning key RD&E to meet critical strategic needs/gaps
- acting as a clearing house for Indigenous focused RD&E applications
- providing guidelines for developing projects
- providing advice at initial stages when developing applications
- fostering partnerships and links with RD&E providers
- acting as a link between cultural responsibility/roles and Government bureaucracy.

No firm suggestions were offered as to how this option was to be resourced outside of FRDC contribution and possibly seeking to redirect funding from relevant organisations that may benefit from its existence.

6.2.2.2 development of a formalised organisation supported by FRDC

The concept of developing a formalised FRDC supported national representative and expertise based group, similar to Recfishing Research, was also proposed as an option. Recfishing Research was established by FRDC in 2005 to improve the return on investment in recreational RD&E at a national scale.

The appointment of a steering committee from a range of disciplines, relevant to recreational fishing and research, oversaw a national workshop in 2005 which developed a business plan and identified priority areas for RD&E. This plan was updated in 2010.

Recfishing Research now takes a proactive role in fostering the development of projects to address national priorities and seeks to;

- identify the key questions that need to be addressed
- determine the best way in which they can be addressed
- engage with the people/groups that are capable of addressing the questions
- work collaboratively to develop projects that will address those questions
- determine the most appropriate funding sources and assist in obtaining funding
- partner with projects to get information from research out to recreational fishers

These matters above again align closely with the roles considered possible by a formal CoE as outlined in Section 6.2.2.1.

6.2.2.3 development of a sub-program within FRDC

FRDC putting in place an Indigenous sub-program was proposed by a number of people (especially those who we aware of FRDC's role in national RD&E).

It was felt that this would show FRDC's commitment to enhancing the place of Indigenous RD&E within its portfolio, plus it would embed some expertise within the organisation.

It was felt that FRDC's investment in Indigenous RD&E would be more successful if it was managed with a high level of coordination, integration and communication.

The success of the People Development Program and Social Sciences sub-program were offered as examples that had lead to positive outcomes.

For this concept to be successful there would still need to be a means to engage with Indigenous communities to ensure that RD&E needs are being addressed by the sub-program.

6.2.2.4 enhancement of the FRDC Indigenous reference group

In April 2010, FRDC put in place an Indigenous reference group. The group's overarching goal is to provide advice and input to improve FRDC's investment, and identify priorities in the fishing and seafood industry for Indigenous people.

The group's initial focus is to provide FRDC input on means to;

- improve engagement with Indigenous people (customary, commercial and recreational activities)
- identify processes for establishing RD&E priorities
- develop processes for attracting and/or supporting strategic and beneficial RD&E applications
- provide connections with appropriate research expertise
- build extension and adoption pathways
- assist in developing mechanisms so that the National Priorities Forum can identify Indigenous expertise for its membership.

The aim of the group is similar in many instances to those outlined in section 6.2.2.1. In its current makeup the group could provide some input to addressing FRDC's overarching need.

However to realistically develop outcomes that meet FRDC needs, and satisfactorily address Indigenous stakeholders needs, the group would need to be adequately resourced to undertake sufficient engagement with Indigenous stakeholders.

It is worth remembering that face to face contact is the preferred means of consultation for the majority of Indigenous people, and that sufficient time must be allowed to ensure real consensus building discussions can take place (not majority decisions).

The makeup of the group would also benefit from additional Indigenous participants to ensure that Indigenous input at a higher level was addressed, and to build capacity.

6.2.2.5 building on existing organisations with a similar role

One of the key issues raised by many groups, especially those that represent or work with Indigenous people, was that to achieve success with any Indigenous focussed project, there is a need is to ensure that it allows for a culturally driven and managed engagement process. It was felt by some that it may be difficult to start up a new organisation, or process, from scratch without clear linkages to a proven and respected engagement process, which has a mandate or legitimacy.

It was suggested that existing well connected organisation could be used to achieve an outcome compatible with FRDC's aim to improve the return on Indigenous focussed fisheries based RD&E. NAILSMA was given as an example of such an organisation.

The organisation is Indigenous run and managed, with a Board made up of representatives from the NLC, KLC and the Carpentaria Land Council. The ALC, TLC and a range of other Indigenous and stakeholder groups are not currently part of the alliance. NAILSMA is currently housed at and works closely with the CDU in Darwin.

NAILSMA scope extends across the Top End from the Kimberley to Cape York, and has a focus on the uptake of management and change structures, including utilisation of natural resources in line with Indigenous aspirations, needs and cultural approach.

NAILSMA sees itself as the authority for a number of northern Australian activities (e.g. water resource management, enterprise development, carbon marketing/abatement, turtle and dugong management, Indigenous knowledge strategy and Indigenous Protected Areas

{IPA's}). Currently there is no real involvement in fisheries, but it considers an expansion into the area as a natural progression of its role. Current roles include;

- creating opportunities for Indigenous land owners and managers to share experience and knowledge and facilitate collective action in support of shared objectives
- facilitating the development of collaborative working arrangements between Aboriginal and non-Aboriginal land management agencies and research bodies
- seeking additional resources so as to not divert funds from on-ground land and sea managers
- improving communication and information exchange between Indigenous owners and managers of land and sea
- supporting capacity building amongst, and increasing communications between, Indigenous land and sea managers.

6.2.2.6 build a loose coalition of people with expertise or interest

The concept was raised with a view to developing a network, similar to that run by Seafood Services Australia (SSA) that could link people with the experience, skills and knowledge required to focus Indigenous RD&E. People from a wide range of seafood industry sectors and related industry organisations, government and non-government agencies could participate.

The mission and goals could be developed by the network with a view to achieving social and economic outcomes that Indigenous people seek. The coalition could be used to send and receive information relating to Indigenous RD&E, develop priorities, build networks and possibly address a number of the issues raised in the previous section.

The 'voluntary' nature of the network however may make it difficult for it to have a mandate to talk on behalf of Indigenous people, and to undertake a large range and volume of work. It could be useful to 'workshop' ideas.

It is unlikely however to be the ideal forum to engage with Indigenous communities.

There would need to be some resources provided, or an appropriate organisation willing, to facilitate the Network.

6.2.2.7 do nothing at the moment

Although supporting the need for a coordinated approach a small number were unsure why FRDC was seeking to develop an entity that didn't appear to have a bottom up origin.

It was suggested that there should be no real top down driven activity until there is a ground swell push to promote Indigenous focussed RD&E in the fishing and seafood industry, as most issues could be dealt with under one or more of the existing programs or sub programs.

It should be noted that in fact there had been an interest from at least two Indigenous groups (Tiwi and Maningrida) in establishing training facilities 'on country' and that the concept of an IFCoE was really conceived to a large extent from their aspirations.

It was however acknowledged that it was difficult to develop a ground swell of support when it was unlikely many Indigenous groups and fewer individuals were aware of FRDC's role and the possible opportunities available to be involved in RD&E in the fishing and seafood industry. It was also noted that the engagement processes weren't structured to allow interactions, as is possible for commercial and recreational fishers.

6.3 WHAT DO OTHER CENTRES OF EXCELLENCE LOOK LIKE?

The project sought to undertake a brief literature search to see how a number of CoE operated and if any information may be relevant to the possible establishment of an IFCoE. This was addressed through searching websites of CoE, and identifying relevant information for the scoping project.

As a result of discussions during the project, the scope was expanded from investigating formal CoE to also include some information regarding other facilities that have been established to provide a coordinating role to RD&E. These have been discussed previously in 6.2.2 (i.e. NAILSMA, Recfishing Research and the SSA Network).

The web based search showed a relatively large number of operations termed as Centres of Excellence, with a small number having an Indigenous and or a research focus. Information was gathered on 10 examples from Australia and one from New Zealand. A summary of each CoE is shown in Table 2.

In most instances the CoE were attached to, or housed in, a university, had a budget of \$2M plus, were run by Boards and had staffing of at least six persons, including a CEO or General Manager. Other common themes were they;

- need resourcing to get started
- seek to achieve high multipliers from their activities
- look to empower and provide successional momentum
- have a collaborative focus
- build and utilise networks and multi-disciplinary teams
- have a number of programs
- seek to build expertise and capacity
- develop improved programs and enduring linkages
- expand industry and enterprise-focused innovation
- are future orientated
- are often not limited by standard partnerships and collaborations, and work with a mix of government, university, tertiary, NGO, private and philanthropic groups to provide resources
- seek to avoid duplication and attain efficiencies.

Indigenous focussed CoE generally had a number of additional roles, these related to;

- seeking to build a bank of Indigenous knowledge

- utilising dual intellectual traditions (contemporary and Indigenous)
- nurturing social transformation
- securing pathways for subsequent generations
- expanding Indigenous peoples' works and influencing other groups' views
- building programs that are undertaken, or delivered, from Indigenous peoples' perspectives, views and experience, and often on country
- seeking to build strong relationships between research/action and communities by engaging with people at all levels – two way transfer.

Any future work that considers the development of an IFCoE or a like concept should take the above information into account when developing a model.

Table 2: Comparative summary of a sample of CoE²

ORGANISATION	SITUATED	ROLE	STRUCTURE	PARTNERS LINKS
Centre for Excellence in Child and Family Welfare	Victoria	<p>Provides representation, professional development, research, policy and program advice, publications and resources for 96 community service organisations in the child, youth and family services sector.</p> <p>Supports members through a range of services and is represented on all significant Department of Human Services advisory groups. Provides a program of training, a Quality Improvement Initiative, information, a state wide foster care recruitment hotline, advice, publications, a program of policy/practice forums, networks of support groups, public relations, liaison with other peak bodies and relevant interest groups and research and project work related to service delivery.</p>	<p>Established with support from the Victorian Government's Community Support Fund in 2003 and a range of donors. Revenue of about \$2.3M In 2009. Incorporated under the Associations Incorporation Act. Governed by an annually elected Board of Directors of 12 members. The Centre has around 16 staff.</p>	
Centre for Excellence in Indigenous Tobacco Control (CEITC),	Koori Health Unit, University of Melbourne	<p>Seeks to improve health outcomes related to tobacco consumption by building national capacity for effective Indigenous tobacco control programs.</p> <p>Largest projects focus on building a network of researchers and resource development.</p>	<p>Established September 2003. Funded by DHA for 5 years 2010.</p> <p>6 staff, soon to appoint a Research Officer</p>	<p>Victorian Aboriginal Community Controlled Health Organisation, Aboriginal & Islander Health Worker Journal, Australian Indigenous HealthInfoNet, CRC Aboriginal Health, various cancer councils, VicHealth Centre for Tobacco Control, National Heart Foundation Australia, Victorian Health Promotion Foundation, JCU, QUT, Api Tautoko Auahi Kore (ATAK) - Maori Smokefree Coalition</p>

² Information for this table was sourced through the relevant organisations websites. Investigations into the currency and accuracy of the website information has not been undertaken as part of this project

ORGANISATION	SITUATED	ROLE	STRUCTURE	PARTNERS LINKS
Centre of Excellence for Coral Reef Studies (CECRS)	James Cook University (JCU), Townsville	<p>Undertakes integrated research for sustainable use and management of coral reefs.</p> <p>Seeks to foster collaborative links between the major partners and 24 other leading institutions in nine countries.</p> <p>Has eight research programs under the stewardship of Program Leaders from JCU, ANU, UWA and UQ.</p>	<p>Has a board, director and business team.</p> <p>Funded in July 2005 under the Australian Research Council Centres of Excellence program.</p> <p>Initial budget was approximately A\$40 million over the first 5 years.</p>	<p>ANU, QU, WA Universities. GBRMPA, AIMS, CSIRO, Douglas Shire Council, Environmental Futures Network, Great Barrier Reef Research Foundation, Mackay City Council, Mackay-Whitsunday Natural Resource Management Group, Voyages Hotels, Australian Coral Reef Society, Australian Genome Alliance, Conservation International, Coral Reef News, Undersea Explorer, WWF, plus a number of international universities and groups.</p>
Centre of Excellence for Science, Seafood and Health	Curtin University Bentley WA	<p>Areas of expertise are physical activity, nutrition, Indigenous community health, health benefits of seafood, seafood supply chain and value chain Investigate the relationship between science, nutrition and seafood</p> <ul style="list-style-type: none"> • Improve performance of supply chains through science and innovation techniques • Build seafood scientific R&D capacity • Independent source of scientific advice around the benefits of seafood to human health • Work directly with industry to ensure that the research has relevance to the industry. 	<p>13 person Industry Advisory Group with an independent chair.</p> <p>10 staff including a Director, plus 3 adjuncts and 3 students</p>	<p>Department of Commerce, WA Government, Australian Seafood CRC, Curtin Uni, FRDC, WAFIC, WA Department of Fisheries, WA Health Promotion Foundation, Challenger Institute of Technology, Industry partners, plus a large number of collaborators across a range of disciplines and industry sectors.</p>
International Centre of Excellence in Water Resources Management (ICE WaRM)	Adelaide	<p>The ICE WaRM provides a national focus and international gateway to Australia's education, training and research expertise in water.</p> <p>ICE WaRM operates as a consortium of research and education providers to create innovative education and training for the water industry. The role is to broker or facilitate collaborative activities between</p>	<p>Established 2004 under the International Education package.</p> <p>Seed funding of \$35.5 million over four years with a view to it becoming self-supporting.</p>	<p>Deakin, Flinders, Adelaide, CQ, SA Universities.</p> <p>Centre for Groundwater Studies</p> <p>DEEWR, DEFEEST, TAFE SA, DWLBC, SARDI), SA Water Corporation, CSIRO, CRC Water Quality and</p>

ORGANISATION	SITUATED	ROLE	STRUCTURE	PARTNERS LINKS
		founding shareholders and other partners, associates and supporters as principal providers.		Treatment, CRC Irrigation Futures, CRC Plant Based Management of Dryland Salinity, Education Adelaide, Water Industry Alliance, United Water International, Australian Water Quality Centre
National Centre of Indigenous Excellence	Redfern NSW	<p>The Centre hosts programs and facilities for young Indigenous people to help achieve their dreams and aspirations in areas of sport, art, education and culture.</p> <p>The NCIE has four core values; Excellence, Inclusiveness, Growth and Integrity and offers programs including; Sport, Arts, Culture, Learning & Innovation</p>	Eight member board made up of Indigenous and non Indigenous people.	<p>The NCIE uses the expert services of established not-for-profit organisations for delivery; i.e.</p> <p>YMCA, National Aboriginal Sporting Chance Academy, Exodus Foundation Tutorial Centre, Lloyd McDermott Rugby Development Team</p>
New Zealand Māori Centre of Research Excellence (NZMCRE) (Ngā Pae o te Māramatanga)	Auckland	<p>Seeks the transformation of NZ society so that Māori participate fully in all aspects of society and the economy to promote transformation by;</p> <ul style="list-style-type: none"> • building a new scholarly environment in which research is driven from Māori world views and experience • bringing dual intellectual traditions to bear on national and international research questions • building stronger and more secure pathways to educational achievement for subsequent generations of Māori to follow • generating and applying new knowledge to make a difference for Māori and the nation. <p>Convenes excellent multi-disciplinary research teams located throughout a network of research providers.</p> <p>Has four key programs;</p> <ul style="list-style-type: none"> • Research 	<p>The NZMCRE has a six person Board, 18 employees, plus a research committee.</p> <p>One of eight Centres of Research Excellence funded by the New Zealand Government and is</p>	Works in partnership with a range of universities, museum, tertiary institutions, research groups and land trusts.

ORGANISATION	SITUATED	ROLE	STRUCTURE	PARTNERS LINKS
		<ul style="list-style-type: none"> • Capacity building • Knowledge exchange • Case studies <p>The Research Program identifies, selects and funds research projects through contestable research that demonstrates excellence in support of the research themes. Fund 40 research projects with approximately \$2M available for 2010. .</p> <p>The Capability Building Program seeks to nurture social transformation and ensure the succession of coming generations of first-class Māori researcher in view of the underrepresentation of Maori in research leadership. An initial target was to achieve a total of 500 Māori PhDs within five years.</p> <p>Knowledge Exchange Program is essential to the vision of transforming society, to achieve the high multipliers sought from research. As opposed to simple knowledge transfer, they seek to build strong relationships between research and communities by engaging with people at all levels.</p>		
Nulungu Centre For Indigenous Studies	Broome campus, University of Notre Dame	<p>To empower and make a difference in the lives of Indigenous Australian people and contribute to the national and international bank of Indigenous knowledge.</p> <p>To engage in teaching and research and inform and recommend teaching and research directions.</p> <p>To be a centre of excellence in teaching and research and provide an Indigenous teaching, research and academic focus for the University.</p> <p>To collaborate with and inform the national and international academic, teaching and research</p>	Five staff	University and TAFE providers, research partners, private partners, Kimberley Community and Resource Agencies, Art Organisations, Caring for Country Programs, Cultural and Natural Resource Management, Ceremony, Culture and Country and Indigenous Education Organisations

ORGANISATION	SITUATED	ROLE	STRUCTURE	PARTNERS LINKS
		communities, particularly within Indigenous contexts.		
Reef and Rainforest Research Centre (RRRC)	North Qld Cairns	<p>The RRRC was created in 2006 to implement the Australian Government's Marine and Tropical Sciences Research Facility (MTSRF) in North Queensland, as a successor to the Cooperative Research Centres for Reef and Rainforest.</p> <p>The RRRC delivers collaborative, public benefit research between Australia's tropical environmental researchers, to support the conservation and sustainable use of North Queensland's environmental assets - the Wet Tropics rainforests, the Great Barrier Reef and the connecting coastal regions.</p> <p>Research priorities are;</p> <ul style="list-style-type: none"> • Water quality • Coral bleaching • Crown-of-thorns starfish • Biodiversity (use and conservation) • Sustainable fisheries (all sectors) and quantifying sustainable harvest levels • Environmental sustainability of ports and shipping • Sustainable tourism 	<p>The RRRC has a governing board with an independent chair and a managing director. It has six research programs under the stewardship of Program Leaders from JCU, QDPI, AIMS, CSIRO, CRC Reef.</p> <p>The Commonwealth Environment Research Facilities Program (CERF) has invested \$40 million in the MTSRF.</p>	<p>A consortium of over 38 organisations working with some three hundred scientists from fifteen research providers including; JCU, WTMA), AIMS, CSIRO, AMPTO, GBRF, SRF, QTIC, Terrain NRM, GBRMPA, QPIF, UQ.</p>
QLD Centres of excellence	Various Qld centres	<p>Queensland has established five CoE for the aviation, mining, building and construction, manufacturing and engineering, and energy industries. They concentrate investments into the one industry driven entity, giving them the capacity to;</p> <ul style="list-style-type: none"> • develop strong and enduring linkages • expand industry and enterprise-focused innovation 	<p>The centres represent a partnership between industry and government.</p>	

ORGANISATION	SITUATED	ROLE	STRUCTURE	PARTNERS LINKS
		<ul style="list-style-type: none"> • be future orientated • avoid duplication, attain efficiencies. <p>Only the Mining Skills Centre has more than a training role.</p>		
<p>Australian Research Council Centres of Excellence</p>	<p>http://www.arc.gov.au/default.htm</p>	<p>The ARC Centres of Excellence scheme aims to enhance and develop Australia’s research excellence through highly innovative and collaborative research, as well as build Australia’s human capacity in a range of research areas</p> <p>the objectives of the ARC Centres of Excellence scheme are to;</p> <ul style="list-style-type: none"> • undertake highly innovative and potentially transformational research that leads to a significant advancement of capabilities and knowledge; • link existing Australian research strengths and build critical mass with new capacity • develop relationships and build new networks • build Australia’s human capacity • provide high-quality environments for the next generation of researchers; • offer opportunities to work on large-scale problems over longer periods of time • establish Centres that will serve as points of interaction among higher education institutions, governments, industry and the private sector generally 	<p>Calls for funding and nomination are made by the Federal Government.</p> <p>In June 2009 there were 24 CoE and in the 2011 round 13, were resourced to a value of almost \$256M.</p>	<p>Encourage collaboration between university researchers and end-users both within Australia and internationally.</p> <p>Involves eight administering organisations, 18 collaborating organisations and 124 partner organisations.</p> <p>Funding of between \$1 million and \$4 million per annum for up to seven years may be awarded for each ARC Centre of Excellence.</p>

6.4 POTENTIAL FUNDERS

Identifying potential funders to resource an IFCoE was if possible to be considered as part of this scoping project. However as there was no clear direction what form the IFCoE would take it was impossible to complete this task.

Project participants who considered the concept of how to fund an IFCoE were clearly of the opinion that the IFCoE should be resourced from new funding, unless existing funding already clearly fitted or aligned with the aims of the IFCoE and didn't detract from any existing programs.

A number of potential funders who could support projects under the auspices of an IFCoE were noted, but none were specifically directed towards capital and operational funding for the IFCoE.

The most consistent option suggested by stakeholders was that FRDC and Government agencies should fund any IFCoE, especially in the development phase. It was not clear how this was to be resourced from within existing budgets.

In most instances CoE must identify external funding to run RD&E and training programs.

A future option may be to explore whether the IFCoE can be considered under the Australian Research Council (ARC) Centres of Excellence scheme. This scheme encourages collaboration between university researchers and end-users both within Australia and internationally. ARC CoE seek to;

- undertake highly innovative and potentially transformational research that leads to a significant advancement of capabilities and knowledge
- link existing Australian research strengths and build critical mass with new capacity
- develop relationships and build new networks
- build Australia's human capacity
- provide high-quality environments for the next generation of researchers

- offer opportunities to work on large-scale problems over longer periods of time
- establish Centres that will serve as points of interaction among higher education institutions, governments, industry and the private sector generally.

Rounds for the establishment of new ARC CoE are not conducted on a regular cycle, but are subject to the availability of Government funding. The recently completed expression of interest process saw the approval of 13 new centres for 2011, with funding of \$255.9M. Successful centres receive between \$1 to \$4 M per year, for up to seven years.

6.5 THE WAY AHEAD

A number of possible ways to address the idea of an IFCoE have been developed as a result of the scoping project (see section 6.2.2). These ranged from supporting the development of a stand-alone Centre of Excellence to doing nothing. The majority of people however, felt that a phased approach to progressing the concept was the best option, with FRDC maintaining a leading role in some form or other.

Depending on what level of ongoing investment is being considered by FRDC, the NTG and potentially other jurisdictions, a way forward may be to;

1. Enhance the FRDC Indigenous reference group's role and scope, with a view to initially extending this scoping report's findings, and to also provide advice and support to FRDC on a way forward for an engagement process. This would still require a level of support and resourcing from FRDC if the group was to adequately undertake these roles.
2. Concurrently, or after the Indigenous reference group has commenced its roles, FRDC could consider developing a subprogram within FRDC to enhance the place of Indigenous RD&E and embed some readily accessible expertise for the organisation. Many participants interviewed during the scoping project believed that this was a major task and was more than a part time role (especially in the initial stages) if it was to meet Indigenous aspirations and FRDC and other Fisheries and RD&E organisations needs.

3. After a period of consultation and engagement there would then be an opportunity to move to a more formalised scenario if such an approach was warranted. This could be through;
 - development of an expertise and representative based group similar in function to Recfishing Research; or
 - identifying an alternate organisation that the function could be embedded (but still act independently) within, such as NAILSMA, RRRC, CDU or DoR; or
 - seeking resourcing to develop a more formalised CoE.

Another means to progress the IFCoE concept is to identify the potential spokes of the central hub (as provided in the discussion paper at Appendix IV) and build on them as shown in Figure 1.

Under this concept the existing or successful spokes, such as the Rangers Program or the remote aquaculture training provided by the Broome Aquaculture Centre (BAC) or Tropical North Queensland Institute of TAFE (TNQI TAFE), could be further developed and their roles expanded to include increased involvement in RD&E activities. This approach would allow some discrete work to be undertaken collaboratively with these groups across the northern region, with a view to building capacity and developing appropriate Indigenous driven engagement processes as part of investing in a bigger model as capacity builds.

The challenge with this process is that there would still need to be some form of coordinating role, otherwise there is the potential to develop a number of independent and competitive silos.

In addition, priorities still haven't been identified and this approach has the capacity to focus all energy onto a small number of existing activities, which may reduce the opportunity to expand the RD&E and training required by Indigenous Australians in all regions and with all sectors.

A key need is to develop an appropriate engagement process to ensure that the views of Indigenous people in northern Australia can be collated and prioritised, and RD&E delivered strategically. However this is a large project and due care will need to be given so as to manage the expectations, by some stakeholders, of the scope of roles that FRDC can play. This is particularly relevant as a number of organisations such as DAFF have reduced capacity in the area of Indigenous fishing. A regional approach to engagement would necessitate close partnerships with State, Territory and Federal Governments, as it is not possible for an organisation such as FRDC to solely resource what would most likely be a costly structure.

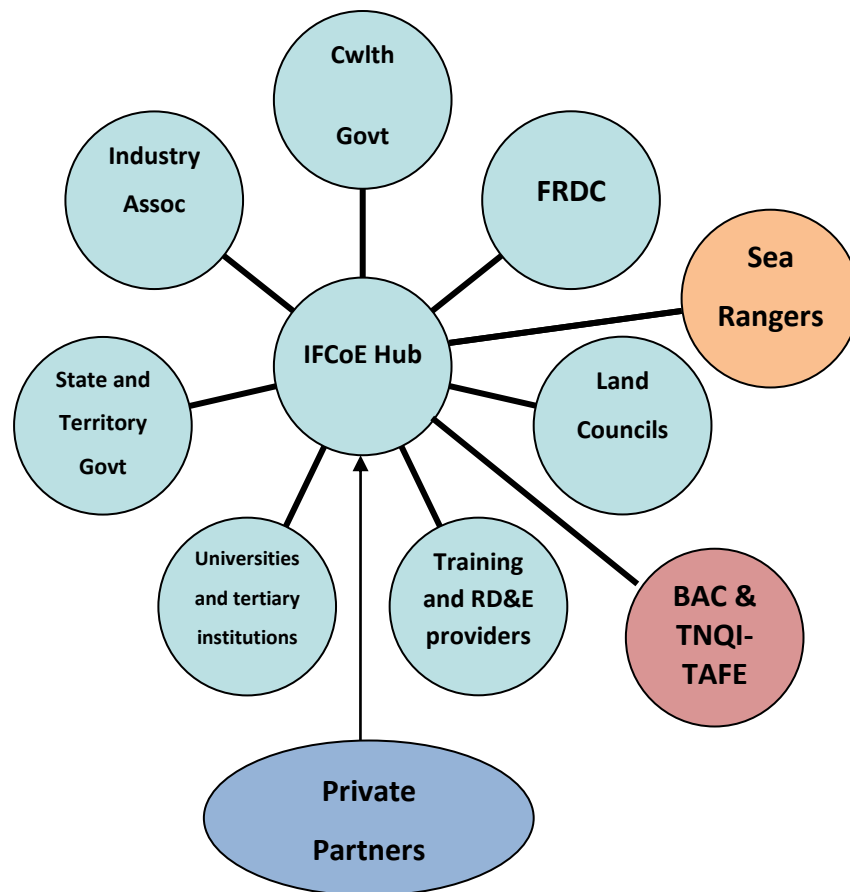


Figure 1: Example of a possible ‘Virtual CoE’ with a central Hub

7 BENEFITS AND ADOPTION

The project outcomes and output through the report has provided FRDC with a clearer picture and direction to take in respect to their investment in Indigenous focussed RD&E.

In addition, FRDC has benefitted from an increased profile, especially with Indigenous stakeholders, due to the large number of contacts made during this project, especially with groups that do not normally interact with FRDC.

8 FURTHER DEVELOPMENTS

The PI presented the projects' findings to the FRDC Board at their August 2010 meeting.

The report could also be provided to the National Priorities Forum as part of their deliberations on processes to engage with Indigenous Australians as part of any priority setting protocols.

A number of groups have requested that the project's findings be provided to them, with a view to having follow-up meetings, or to be included in any further discussions on this concept.

The IFCoE scoping project team (the two investigators and Director of Fisheries NT) have been working with those involved in the FRDC project, "To explore ways to engage successfully with the Indigenous community on fisheries R&D issues" (2009/329). It will be worth investigating if there are linkages between outcomes of the two projects.

9 PLANNED OUTCOMES

The project has provided DoR and FRDC with an understanding of the scope of a possible IFCoE, what level of support there is for the concept, and a number of possibilities for moving forward. From there FRDC, DoR and potentially other jurisdictions can further assess their commitment to the concept. Consideration can be given to the next steps; in particular, the possibility of continuing support from the NTG, FRDC and other potential partners.

The project has expanded FRDC's profile into a number of organisations that were not really previously aware of their activities. Some preliminary links have now been made that can be built on to improve engagement with Indigenous Australians.

10 CONCLUSION

With support from FRDC and the NTG, this project sought to scope the possibility of developing an IFCoE based in northern Australia. Areas to be investigated included identifying possible objectives, roles, potential partners, geographical range, need, structure and level of support.

The project allowed consultation with a wide range of groups from across northern Australia and from a range of sectors, including recreational, commercial, government, university and other education outlets, Indigenous land councils and associated groups. In all, over 30 meetings or contacts were initiated by the project team. Importantly each meeting added to the data that helped to develop the final report. However as noted earlier in the report, many groups needed to go back to their constituents for further discussion on the concept before being able to provide concrete feedback.

Notwithstanding the above need, there was a clear direction that some form of investment in a process that lead to a coordinated, cost effective and appropriately delivered level of RD&E for the Indigenous sectors and the fishing and seafood industry was supported. Some suggested 'we may have jumped the gun' with a formalised IFCoE, but some forum to progress the issue is needed. Even though the project may have raised more questions than it answered, and caused some level of confusion, it certainly provided a vehicle to move forward.

All Indigenous groups met with believed forward progress would be best achieved with increased and more extensive consultation with that sector, to allow it to develop a process to deliver an optimal outcome. It is acknowledged that this could be a long process, but to meet Indigenous aspirations and processes it will be critical to achieving a sustainable outcome that has a high level of ownership.

It was also noted that it may be difficult to isolate just RD&E based on the Indigenous fishing and seafood industry and there may be a need to incorporate training and aspects of NRM. If the scope is greater than originally considered in this study, it may well be bigger than just FRDC and will require Government and possibly the private sector to contribute to the process.

It was expressed a number of times that the commercial and recreational sectors have had time and assistance to build their consultation mechanisms from which priorities and

engagement processes have been developed. Indigenous people should be provided a similar amount of leeway to build an appropriate community driven model (in what is considered an unstructured sector) with the assistance of, and in cooperation with, organisations like FRDC.

It should also be noted that the it was felt by some participants that if the IFCoE idea was to succeed it would need to be undertaken in such a way that IFCoE needs should be core business, not part-time or an add on to other business.

This project didn't have the capacity to provide a process to achieve an engagement model, but it is clear that it will be critical to have an Indigenous lead and driven process developed if investment in RD&E is to be optimised and the capacity within the sector built. FRDC has taken the lead in this role and now many of the groups met with want to see an ongoing commitment from FRDC, which will assist in FRDC's ability to invest strategically in Indigenous RD&E activities.

Many, in fact most, Indigenous groups are bombarded with the need to consult on a wide range of issues, but most forums do not provide an environment that is Indigenous driven, with most seeking to operate in a western format to meet western needs.

Indigenous fishing and seafood focused RD&E needs and priorities should be developed through a consultative and consensus driven Indigenous lead process. However this will no doubt require assistance from non Indigenous people whilst processes are being developed and capacity built.

The concept of an IFCoE had wide support and many meetings lead to the identification of additional potential partners, supporters or participants. It will be of benefit to further investigate this as part of any further action.

Any further activity should be cognisant of the need to address the issue of Indigenous representation in the process. This will most likely need to;

- be based around management areas or regions
- incorporate Indigenous expertise into the process

- be credible (to Indigenous people and policy makers) to be able to effectively undertake a coordinating role
- develop critical mass to undertake the roles over time so as to reduce the impacts of burn out on what will be a relatively small pool or individuals.

To progress this concept further, FRDC and State, Territory and Federal Fisheries Agencies should be prepared to work towards developing a coordinated process to enhance the investment in Indigenous focussed RD&E in the fishing and seafood industry, initially focussing on the northern regions of Australia. Ways to do this are outlined in 'The Way Ahead' (section 6.5) and would be best met by FRDC continuing its leadership and involvement in this process as it builds capacity and its profile in the Indigenous sector.

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APPENDIX I: Intellectual Property

No intellectual property was developed under this project and any knowledge gained through this project is available to the broader Australian fishing and seafood industry.

APPENDIX II: Staff

The following persons were involved with this project;

Chris Calogeras	C-AID Consultants	Principal Investigator
Robert 'Bo' Carne	NT Department of Resources	Co-investigator
Mrs Gail Calogeras	C-AID Consultants	Executive Assistant

APPENDIX III: Summary of FRDC Project: Scoping Study to Assess the Potential to Develop an Indigenous Fisheries Centre of Excellence (IFCoE).

Contacts

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Planned Start and End Date

Start Date: 1 Jan 2010 End Date: June 2010

Consultation

Initial Consultation has taken place between the PI, DOR and FRDC.

In addition extensive consultation has been taking place between the NT Government, land councils and Indigenous individuals that cover the coastal regions of the NT in relation to enhanced involvement of the Indigenous sector in the fisheries management process and the fisheries sector generally. The concept of improved and coordinated culturally appropriate training and capacity building opportunities have been raised a number of times.

Indigenous groups from the Tiwi Islands, Maningrida and Groote Eylandt have all expressed an interest in developing local tertiary education institutions delivering training related to the seafood industry, including resource management, research, wild-harvest, aquaculture and fishing tourism.

A recent consultancy undertaken by C-AID Consultants for the NT Government identified that there was a strong desire by Indigenous groups to identify means to incorporate Indigenous cultural knowledge and customary obligations into contemporary fisheries management.

A major aspect of this project will be to consult with a wide range of stakeholders and potential partners to assess the potential for developing an IFCoE and what form might best suit stakeholders, especially Indigenous people.

Need

Around 2.5% of Australia's population is Indigenous with it much higher in the NT, being around 30%. In many remote communities in NT, QLD and WA it's greater with many largely Indigenous. Despite extensive funding for Indigenous employment, education and training over years, Australia still lacks numbers of appropriately qualified Indigenous people to access employment opportunities, particularly in remote areas. There is a need for innovative and coordinated ways to improve this. Many Indigenous people feel this is best achieved by doing this in Indigenous communities where existing seafood industry and resource management activities already occur.

Current discussions and negotiations between the NT Government and Indigenous groups is likely to see increased opportunities for Indigenous engagement in resource management, monitoring and fishing industry activities. To accommodate this and build capacity, training will need to be delivered in a culturally appropriate manner through Indigenous specific training facilities and programs. In addition, the Primary Industry Standing Committee (PISC) is developing a National Primary Industries RD&E Framework, which as part of its aim, is

seeking to identify best practice RD&E providers.

These factors mean the NT is well placed to potentially lead a national investment in Indigenous Fisheries-RD&E. In this context, the aim of the project is to scope the potential for such an investment through establishment of a IFCoE in which investments can be planned, coordinated and funded across a range of potential partners. However, before such a decision can be made, it is considered prudent to undertake a scoping study, including considering;

- If the concept is feasible including socio-economic benefits that might flow to Indigenous sectors and alignment with future national directions in R D & E
- What the concept of a IFCoE might look like
- How could the concept be further developed.

Objectives of this project

Preparation of a scoping paper to assess the feasibility and level of support for developing an Indigenous Fisheries Centre of Excellence (IFCoE)

Outputs & Extension

The major output from the project will be a scoping report to DRDPPIFR and FRDC. It will contain relevant information that will allow an assessment of the feasibility of a proposal to establish a CoE for Indigenous RD&E in the NT and for its expansion to cover northern Australia in the first instance.

The concept of a CoE's is in line with the PISC National Primary Industries RD&E Framework which is seeking to identify optimal ways to provided best practice RD&E.

Key matters to be addressed in the report would include:

- Objectives for an IFCoE
- What might the IFCoE look like structurally
- A regional or national approach
- Scope, roles, and functions of an IFCoE and alignment with future national RD&E directions
- What sort of RD&E should be considered – does training fit
- Will it lead to any socio-economic benefits to the Indigenous sectors
- Who would be the partners/providers/owners/host
- How could the IFCoE be resourced
- How could the concept be further developed and who should be involved
- What would success look like.

Planned Outcomes and Benefits

The project will provide DRDPPIFR and FRDC with an understanding of the scope of a possible IFCoE. From there, consideration can then be given to the next steps. In particular, the possibility of continuing support from the NT Government, FRDC and other potential partners.

Major initial benefits will flow to DRDPPIFR (the fisheries research and management agency in the NT), Indigenous Territorians and FRDC by providing a focal point for Indigenous RD&E and other jurisdictions'

fisheries agencies and Indigenous groups.

As the IFCoE is further developed, additional national agencies and Indigenous stakeholders will benefit.

Methods

As outlined previously, elements of discussions currently taking place between the NT Government and Land Councils include increased opportunities for Indigenous engagement in fisheries resource management and enhanced economic development opportunities. A number of Indigenous groups have also expressed interest in developing local training institutions and there is national interest in further development of marine ranger programs.

In addition a number of fisheries jurisdictions across Australia are dealing with Aboriginal fishing issues and/or developing Aboriginal fishing strategies.

The methodology will focus on the CI and PI undertaking discussion between the NTG, land councils, Indigenous groups and representatives and potential partners to identify the scope for the development of an Indigenous Fisheries Centre of Excellence (IFCoE) with a view to addressing the key issues identified in the Outputs and Extensions. This process will expand to include discussions with relevant agencies and Indigenous groups across northern Australia to ground truth the concept.

In addition literature research and discussions will take place to assess how existing CoE within Australia were established, their briefs, funding options and other matters that would be relevant to the possible establishment of an IFCoE.

Consultation

A major aspect of this project will be to consult with a wide range of stakeholders and prospective partners to assess the potential for developing an IFCoE, and in what form might best suit stakeholders.

Initial Consultation could take place with the following groups;

<ul style="list-style-type: none"> ▪ AFANT ▪ Anindilyakwa Land Council ▪ Australian National University ▪ Batchelor Institute ▪ Bawinanga ▪ Cape York Land Council ▪ Commonwealth Government ▪ FRDC ▪ Indigenous Centre at Charles Darwin University ▪ James Cook University ▪ Kimberley Land Council ▪ Land Council Ranger Groups 	<ul style="list-style-type: none"> ▪ Maritime Study Unit – Charles Darwin University ▪ NAILSMA ▪ Northern Land Council ▪ NTG ▪ NTG Ranger Groups ▪ NTGFIA ▪ NTSC ▪ Other Indigenous people/groups ▪ Qld Fisheries ▪ Southern Cross University ▪ Tiwi Land Council ▪ WA Fisheries
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APPENDIX IV: Indigenous Fisheries Centre of Excellence (IFCOE) – Scoping Paper Discussion Points

Possible Objectives for an IFCOE

Objectives could include;

- build an organisational structure that has the capacity to focus investment, minimise duplication and broker partnerships by seeking collaborative outcomes
- create a national and strategic approach to RD&E that contributes to increased Indigenous development in the fishing and seafood industry, fisheries management and compliance
- act as a major centre for linking relevant RD&E services, training providers, and facilities to optimise RD&E opportunities for Indigenous Australians
- increase the number of Indigenous people skilled in the fishing and seafood industry, contemporary fisheries management and compliance, by providing culturally appropriate training, targeted at Indigenous Australians
- increase the number of, and improve opportunities for, Indigenous Australians to be employed in the fishing and seafood industry, fisheries management and compliance
- improve resource management, compliance programs and lead to more cost effective industry practices, through the engagement of Indigenous Australians, particularly in remote coastal areas of Australia;
- develop improved infrastructure, economic and social outcomes for participating remote Indigenous communities.

Possible Scope of IFCoE Activities

The scope of IFCoE activities could include;

- seeking to coordinate national investment in Indigenous RD&E in the marine and aquatic environment across a range of potential partners
- identifying existing RD&E, with an Indigenous focus
- identifying gaps in existing programs, and developing strategic programs and processes to meet those needs
- linking existing RD&E programs, providers, funders and interested Indigenous communities and participants for the delivery of culturally appropriate training
- a focus on training and capacity building of the Indigenous sector, specifically in relation to fisheries and natural resource management, compliance, aquaculture, research technical skills, enterprise development, leadership, traditional/customary fishing, recreational and charter fishing, fishing related tourism, and community-based commercial fishing activities
- empowering Indigenous Australians to have a greater role in the delivery of appropriate RD&E, especially on country.

Potential Shareholders, Partners or Supporters

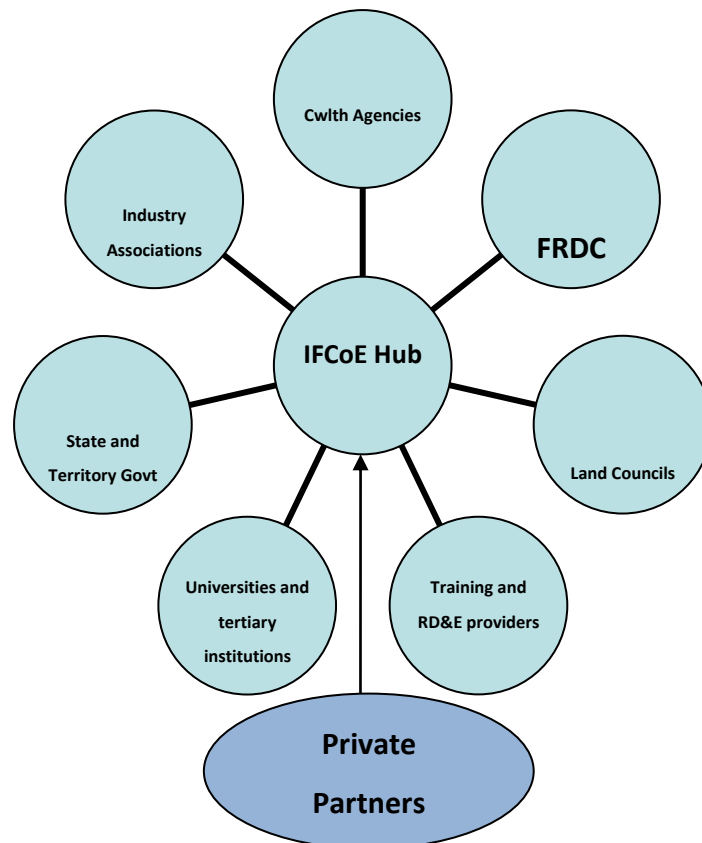
Based on similar organisations in Australia, the groups shown in the following table could potentially be involved in the IFCoE, as shareholders, partners or supporters. At this stage no agencies or organisations has made a formal commitment to the IFCoE.

Sector
NT Government
Commonwealth Government
FRDC
Indigenous Land Council or alliances
State Government Fisheries Agencies
Universities and Tertiary Institutions
Training and RD&E providers
Industry Associations
Private partners/ Contributors

How Could an IFCoE Operate

The IFCoE may not necessarily involve a physical presence in the form of a campus, but could be a ‘virtual CoE’ with a central hub, and a series of nodes or spokes, which are service providers or partners (see example below). These nodes could be located in a variety of areas, including remote Indigenous communities.

The IFCoE may need a governing structure, possibly by way of a Board, a CEO and some administrative support.



The Look of a Successful IFCOE

A successful IFCoE would see the delivery of appropriate programs that lead to increased Indigenous skills, capacity, employment and economic opportunities. Specific outcomes could include;

- a national and strategic approach to RD&E that meets the needs of Indigenous Australians, aligns with the national framework and adds value to fisheries management and sectoral outcomes
- increased Indigenous engagement and leadership in the fishing and seafood industry (all sectors), resource management, compliance and training
- Indigenous managed operations in various sectors of the fishing and seafood industry, including commercial, guided fishing, recreational tourism, compliance and management.
- real regional social and economic outcomes that are beneficial to Indigenous Australians
- the development of improved infrastructure and meaningful training, including in regional Indigenous communities
- Indigenous people from all over Australia, and Internationally, undertaking training or RD&E through the IFCoE
- a level of self funding, through provision of training or facilitation of RD&E
- Indigenous and non Indigenous stakeholders, trainers, funders and Governments acknowledging the IFCoE as a focal point for Indigenous training and RD&E in Australia.
- a focal point for Indigenous training and RD&E.

APPENDIX V: Summary of Discussions and Outcomes of Scoping Study Meetings

Group	Summary
AFANT CEO Chris Makepeace	<ul style="list-style-type: none"> • Focused and directed RD&E needed • Need to look long-term • General fishing issues would be best dealt with in mainstream programs • Indigenous specific species would benefit from specific attention • Importantly need to identify what indigenous people want – where does fishing really fit into the overall framework what are the aims (involvement/employment and make a serious investment) • Develop a process that provides good and reliable advice that benefits indigenous people • See benefits in key areas of; <ul style="list-style-type: none"> ○ Capacity building/people development ○ Build an engagement process that is understood and can be linked in to the overall process same as recreational and commercial ○ Developing monitoring capacity and scope (involvement in federal and state fisheries, MPA etc) ○ Needs an audit of existing capacity and potential opportunities and build to fill gaps • Possible ways to achieve outcome; <ul style="list-style-type: none"> ○ Subprogram to coordinate and show commitment ○ Recfishing research model ○ Expands on NAILSMA's role but needs to be more inclusive than just NLC • FRDC made a deliberate decision to build recreational fisher capacity and focus on R&D through a range of programs - same commitment is needed for indigenous • Problem with indentifying who would be involved in process, especially in areas that don't have a high indigenous population • C of E mainly focusing the human resources to coordinate the overall process (whatever that may be) • Possibility to link with ranger program • Maintain in the loop
AFMA - Thursday Island Manager Annabel Jones	<ul style="list-style-type: none"> • Sees merit in the concept • Need to optimise return on RD&E investment • Could provide some assistance with getting existing Strategic Research projects up and developed • Maintain in the loop

Group	Summary
AFMA Canberra Glen Hurrey	<ul style="list-style-type: none"> • Supports a process that increases economic opportunities for indigenous Australians • Noted importance of maintaining fish stocks for indigenous use, especially around population centres (both indigenous towns and those developing from mining and other resource use) – need to look ahead to future growth, use and food security • Believed that benefits to be gained from strengthening the reference group concept with a strong development focus– get progressive people involved • Need to consider seeking resourcing (people and financial) from the private sector
Anindilyakwa Land Council CEO - Richard Preece Researcher - Brooke Rankmoore	<ul style="list-style-type: none"> • Sees merit in taking the concept further • Concerned with protecting the environment and sustainability • Looking to be able to provide fish to local community • See capacity to undertake a range of roles that are now currently undertaken by outside providers • Maintain in the loop
Australian National University Research Fellow Centre For Aboriginal Economic Dr Seán Kerins	<ul style="list-style-type: none"> • Proposal has merit • Difficulty is that an IFCOE is being developed without knowing the outcomes of the BMB negotiations, which has the potential to substantively alter Aboriginal participation in the marine economy in the NT • ANU involvement would depend on what type of input was sought - governance, institutional development, policy or education and enterprise/employment outcomes • Maintain in the loop
Bawinanga Ranger Group (10 key TO and rangers from the Maningrida region)	<ul style="list-style-type: none"> • Darwin a good venue for a CoE in regard to compliance as Fishery Police should be integral • Any specific research should be done on country close to the specific research program • Ideally a mobile research lab would be a good option rather than conducting research in less ideal conditions
Broome Aquaculture Centre Aquaculture & Maritime Regional Coordinator Jeff Cooper	<ul style="list-style-type: none"> • Sees merit in the concept • Currently developing an MOU to deliver service in the NT • Current focus is delivering training on site in communities in conjunction with prescribed bodies or land councils • Collaborative approach between BAC and groups to determine goal of training so as to achieve sustainable outcomes – developed so as to deliver programs that are appropriate to the communities expectations and goals • Work on collaborative approaches – cant just implement a package, there must be involvement and ownership • Must have the right people to be able to delivery programs so they can help create ownership and gain reciprocation • utilise an holistic approach to training acknowledging that people in remote areas must be multi-skilled • Uses the various program to work together for real life outcomes, e.g. Business and strategic plans • Maintain in the loop

Group	Summary
CDU Maritime Study Unit Brent Villiers	<ul style="list-style-type: none"> • Supportive of concept and would like to have some form of ongoing involvement • Looks to develop partnership between industry and RTO • Looking to auspice programs • Build capacity and leave it behind • Focus is currently on training not RD
CDU School of Australian Indigenous Knowledge Systems Greg Williams	<ul style="list-style-type: none"> • See merit with the concept and would like to ensure there is future engagement with the CDU • Will be ensuring the Vice Chancellor is involved in all future work around the concept • Believes there is a need to ensure that there is adequate, appropriate and time sensitive ongoing discussions take place with Indigenous stakeholders on any future development around the CoE concept • Important to get the details right first – seek a consensus driven outcome. This may take a number of iterations to resolve • Any structure must be cognisant of the different communication norms (Indigenous and western) • Maintain in the loop
Dave Krauer	<ul style="list-style-type: none"> • Would benefit from a cohesive approach • Existing models haven't worked so far – skills gaps, mentoring • Rangers groups are a successful model • See opportunities for working with country and IPA programs – agencies purchasing outcomes • Need to increase capacity to align with Govt needs • Identify what fees for service roles are available and what capacity is required
DEEDI Fisheries Queensland Managing Director Jim Groves	<ul style="list-style-type: none"> • The objectives and possible activities fit with current Qld thinking • Happy to participate in any discussions • Maintain in the loop
DEEDI Fisheries Queensland - Cairns Clyde Andrews - Indigenous Project Louise Johns - Snr Scientist Michael Heidenreich - Biologist; Darren Barba - Employment and	<ul style="list-style-type: none"> • Supportive in general • See value in a concept such as the IFCoE but with a view to an approach that allows more Indigenous ownership. • Believed that it needs to go through further study and consultation with more people • Propose the concept of a 'forum' to further generate outcomes • Maintain in the loop

Group	Summary
Indigenous Initiatives Department of Education and Training Ross Lindsay	<ul style="list-style-type: none"> • Benefits in having an independent group to help facilitate any R&D that encourages economic outcomes • Need to identify needs/capability and get training to match up, TNA needs to be undertaken and analysis for future engagement • Need to identify industry needs and how we can do it - skill set to meet industry needs • Set R&D to address needs • Disconnect between existing training and employment needs – want evidence based on training and job outcomes • Industry rely on RTO's to be 'experts' in delivery often do not use industry expertise • Should consider non accredited training with a skills focus • Programs need flexibility and cultural awareness • Developed a 'customised workplace assessors course' using industry people to assess outcomes • Mentoring processes are very successful • Employment focus outcome from any training or RD&E outcomes • See it as a possible link between different NTG processes • Maintain in the loop
DoR Indigenous Pastoral Program Manager Mark Ford	<ul style="list-style-type: none"> • Training focused on country • Look at cattleman's association model – 6 partners <ul style="list-style-type: none"> ○ Focus on environmental management and research ○ Assistance with business planning and viability ○ Current 26 week course is saturated ○ Have identified 16 community priority projects that meet community needs • Get key employers onboard to ensure outcomes –meet industry needs • Bring whole community/group/region along for the ride – can't be imposed • As a first step along the way needs governance and mentoring upskilling • Maintain in the loop
DoR NT Fisheries Director Ian Curnow	<ul style="list-style-type: none"> • Must be linked back to employment and socio/economic development • Focus on <ul style="list-style-type: none"> ○ Rangers ○ Fishing ○ Environment ○ Management

Group	Summary
Manager Indigenous Development Bo Carne	<ul style="list-style-type: none"> • What is the full range of training and associated R&D • Look at adapting existing programs (mainstream) if possible to achieve indigenous outcomes with a view to on country work • NT can have a leading role with Land Councils • Activities best undertaken at a community level • Develop NTG workshop to set boundaries and conceptualise further • Current roles relate to monitoring and surveillance role mainly relating to fisheries act • Capacity needed for compliance and marine safety • Shift a focus to ranger groups to put in and manage their own R&D program • CoE needs to reflect aspirations of indigenous people • Need industry based skills instead of training for training needs
IBA Andrew Plate Corey Andrews	<ul style="list-style-type: none"> • Sees value in developing a coordinated approach to RD&E especially if it leads to commercial opportunities • Possibly a model similar to the Desert Knowledge • Would see involvement for IBA in the commercialisation phase of any R&D • Could have a role in any 'organisation' in a business advisory role • Maintain in the loop
Indigenous Economic Development Director Leeanne Caton	<ul style="list-style-type: none"> • Need to identify how many microenterprises in NT, what workforce looks like and do we need to change training • Identify community aspirations for enterprise • Need to see opportunities for training and education that can be incorporated in such a way that kids at school can leave school with Cert II – something that will engage them • Service providers also need their capacity built so as to provide appropriate services • Current training may not be delivering optimal outcomes • Build capacity – by increasing the capacity of training • Maintain in the loop
JCU Dr Andrew Tobin Senior Research Fellow Dr Renae Tobin Research Fellow	<ul style="list-style-type: none"> • A more coordinated approach to delivering RD&E would be beneficial in Nth Qld • Developing agreed priorities would allow better use of resources • JCU ideally positioned to be involved • TS has extensive opportunities for development with the right RD&E • Social issues surrounding resource allocation between sectors • Aim should be a community benefit, not necessarily just fishing. Supply chain options are often overlooked • Need to gain an understanding of social and cultural roles when developing RD&E and business options

Group	Summary
	<ul style="list-style-type: none"> • Need to identify what is wanted by community and individuals – engage with people at community level • Getting the business balance around fishing, leasing is important to achieving best social and economic outcomes • Opportunities for reef line fishery but no local take up – • Marketing opportunities arise due to uniqueness of TS fishing • Most RD&E needs to have a combination of hard and social sciences to maximise outcomes • Maintain in the loop
<p>JARAGUN P/L</p> <p>Dennis AhKee</p>	<ul style="list-style-type: none"> • Very good concept • CoE needs to have access to adequate facilities to meet CoE objectives, e.g. AIMS or JCU to ensure academic and research capacity • Ensure outcome meet Indigenous needs but must also focus on hard information • Not seen as core business of group such as NAILSMA, but they should be involved • Important to not have a politically driven organisation as it can impact on achieving outcomes – want an organisation whose core business aligns with CoE objectives • Need to have a focus on commercial, recreational and customary uses • Food security a big issue for communities • FRDC will need assistance to deal with this – it is not a part-time role • Need to get key people together around the table to discuss further • Maintain in the loop
<p>Kimberly Land Council Dampier Peninsular Traditional Owner Working Group</p> <p>Wayne Barker</p> <p>Caring 4 Country Daniel Oades</p>	<ul style="list-style-type: none"> • Agree to concept in principle but need to go slow to allow consultation and to see how it may interact with Dampier Peninsular Framework due in Dec 2010 • Major focus around LNG precinct - \$68B value • IPA funding ceases 2013 and looking for new opportunities • Any opportunities need to be sustainable and with a focus on on country work • Whole of ecosystem approach – land/sea connection • Need to have more data to base sound decisions on - Collect data > assess > make decision > enforce • Need to build capacity to undertake roles • Focus should be on identifying need from a community level – bottom up approach • Concerns over 200% population growth increase due to LNG - would like to see fishing sustainable taking into account population growth and demographics • Undertake assessments as to what has happened to date from a socio/economic perspective • Seeking a coordinated approach to RD&E and training

Group	Summary
	<ul style="list-style-type: none"> • Capture of indigenous ecological knowledge • Build a sustainable strategy for development • Have an interface already with NAILSMA - would consider working with WAMSI • Develop a matrix of uses and needs for region • Develop a vision and identify a place for the IFCoE to fit • A trade training complex is being build in Broome and will be the delivery arm for Dampier Region which could include options around the seafood industry (develop skills to process fish to feed community etc) – broker RD&E and training • Keep communication going in future - Maintain in the loop
<p>Land Council supported Ranger Groups. Ramingining, Lanhupuy, Dhimaru, Larrakia</p>	<ul style="list-style-type: none"> • General comments received through the NLC at this stage
<p>North Australian Indigenous Land & Sea Management Alliance CEO Joe Morrison</p>	<ul style="list-style-type: none"> • Supports concept • NAILSMA has a focus on the uptake of management and change structures including utilisation of natural resources • Extends across top end from KLC, NLC to Cape York • Wants to see a development approach in line with indigenous aspirations, needs and cultural approach • Sees itself as the authority for a number of northern Australian activities (water, carbon marketing, TRAK, IPA) • Would seek to help to facilitate research needs • Provides expertise and representation and can act as a think tank • Need to ensure a ground up, not top down approach • Currently don't have much involvement in fisheries, but see it as a natural fit • Would be happy to house officers for CoE • Concept fits well with NAILSMA aims • Maintain in the loop
<p>Northern Land Councils CEO Kim Hill</p>	<ul style="list-style-type: none"> • Supports process in general, but needs to go back to the Executive for any further instruction as part of any further development • Wants be a part of anything that takes place as there is a need to have a strong indigenous focus from implementation • Need to develop an engagement process before the real issues surrounding indigenous needs can be identified – not what some else may think they need or want • Needs new money only – not part of existing BMB negotiations • Fits well with proposed business structure for NLC – commercial, rangers, FTO, and RD&E services • Develop commercial opportunities across the supply chain and sectors

Group	Summary
	<ul style="list-style-type: none"> • Management of fisheries – utilising indigenous knowledge • Ranger college or training – expand to do RD&E • Should be managed by indigenous people for indigenous people (acknowledging some capacity issues possibly) • Supports a regional approach, i.e. Top End - look at NAILSMA model • RD&E and training should be the focus to achieve socio/economic benefits • NLC doesn't have the internal capacity to fully investigate the process –needs help • Sees a role for ABA and IBA at some stage • Maintain in the loop
NTG Govts supported Ranger Groups	<ul style="list-style-type: none"> • No specific responses received at this stage –requires additional information to generate discussion
NTSC Chair Rob Fish CEO Katherine Sarneckis	<ul style="list-style-type: none"> • There is merit If it leads to and helps facilitate economic development through a coordinated approach • Concern would be if it diverted resources from whole of industry matters to a much more narrow focus • Need to clarify what indigenous specific issues fits outside core RD&E for the fishing and seafood industry • A number of key indigenous issues are not really 'fishery' related but are broader NRM so needs clarity scope ; i.e. fisheries or entire marine resource use and management • CoE should have a 'business' focus not just to service providers to sustain their operations • Information source and linking would be beneficial – direct investment and coordinate RD&E • NTSC keen to be involved in discussions, review document and interested in being linked up with the process as it develops • Can use the process by researching what are the real needs and opportunities – identify and tailor courses in long term sustainable industries • If outcome can help address issues with labour/skills shortage and logistics support it is a positive outcome but firstly need to identity the scale of need • The process should look to 'blue sky' opportunities as currently scope really focuses on going fishing or be a ranger • Really what opportunities are there for commercial fishing (wild or aquaculture) in the current regimes and with the limited infrastructure – maybe more opportunity for tourism based business, but no one is clear if this is an indigenous aspirations • Need to identify research opportunities and design RD&E around those • Maintain in the loop
Parks and Wildlife Commission Bill Panton	<ul style="list-style-type: none"> • Need to incorporate marine conservation management and land sea integration • Aim is to be able to outsource park management roles • Marine park strategy

Group	Summary
	<ul style="list-style-type: none"> • Undertake relevant RD&E and monitoring across marine and aquatic environment • Benefit in shifting current focus on training to one of employment creation • Maintain in the loop
Reef and Research Centre Managing Director Sheriden Morris	<ul style="list-style-type: none"> • Is interested in concept and will follow up in near future
Southern Cross University Centre for Indigenous Fisheries and Traditional Biodiversity Head Stephan Schnierer	<ul style="list-style-type: none"> • Indigenous fishing interests have been ignored and need some recognition and identification of needs • A national indigenous reference group is a good first start • Policies need to be developed at a national level as well as regional level • Focus could be around socio/economic, traditional access/use, knowledge transfer, commercial opportunities • Environmental input is much stronger than fishery agency interactions with indigenous people • Need to be able to collect data to better manage fisheries – including cultural fishing (whatever that may be) • R&D focus is generally on technology and biology - misses cultural information and allocation analysis • Data surveying is a problem in collecting cultural data • Indigenous groups need people on ground to build capacity and RD&E needs - local approach and share outcomes • Need a local connection to get ownership and 2 way communication • Can be used as an educational tool to extend the message • There is a need to raise awareness and expectations – different than dealing with high powered bureaucrats • Needs to be a long term commitment • Could also cover health and NRM matters • Use it as a means to get some key projects going and use them to show how outcomes can lead to management • FRDC sub program shows commitment • Centre would need <ul style="list-style-type: none"> ○ some capacity ○ could be a go to area for NGO, Gov, FRDC, private and indigenous people ○ minimise issues around misunderstandings ○ a high level overarching role ○ pull people together to discuss and overarching approach to dealing with a range of issues ○ act as a clearing house for RD&E potential projects

Group	Summary
	<ul style="list-style-type: none"> The concept of an NT workshop to discuss issues to start developing a mandate would be valuable
Terry Yumbul	No response
Tiwi Land Council Regional NRM Facilitator Kate Hadden	<ul style="list-style-type: none"> Matter has been provided to Council and EO but no formal response at this time
Torres Strait Hand Collectables Working Group (HCWG). Chair Kenny Bedford	<ul style="list-style-type: none"> Agree with the need to coordinate RD&E Needs to be indigenous driven FRDC maybe more closely aligned with the big end of town not so much TSI - couldn't see many linkages or programs that fitted indigenous needs Process needs engagement to succeed Want to be kept in the loop and would seek ongoing involvement
Torres Strait Regional Authority Manager Damian Miley	<ul style="list-style-type: none"> Agree there is a bit of a hit and miss approach to RD&E Turtle dugong developed as a strategic plan in conjunction with NAILSMA, DEWAR and DAFF A major focus is to use fishing to help people off welfare - this is to be achieved through the Torres Strait Development Plan 2009-13 and the Torres Strait and Northern Peninsula Plan 2009-210 PZJA – Torres Strait Protected Zone Joint Authority <ul style="list-style-type: none"> not cost recovered islander representation fed up from Community Fisher Group (CFG) but need to go out to community to collect more information and to feed information back acknowledges a need to look at changing style and approach to meetings to meet real life situations one size doesn't fit all for engagement Have now developed an independent Fisheries Program in the TSRA to <ul style="list-style-type: none"> focus on food security, economic development and capacity building ensure fisheries are sustainable encourages and support viable and effective businesses across the supply chain need training on seafood handling and better preparation of product Looking to expand co management process by incorporating contemporary science with traditional on ground delivery Ranger Program being developed and resourced Maintain in the loop

Group	Summary
<p>Torres Strait Regional Council Deputy Mayor</p> <p>Kenny Bedford</p>	<ul style="list-style-type: none"> • Supports concept, especially for more remote locations in TS • Provided and unofficial invitation to visit Darnley Island Community where some fisheries/aquaculture projects are being developed • Maintain in the loop
<p>Tropical North Queensland Institute of TAFE Aboriginal and Torres Strait Islander Studies Faculty Manager</p> <p>Alex Woodcock</p>	<ul style="list-style-type: none"> • Thinks CoE is a really good idea • Provide service to maritime industries • Many development programs driven by Government, not industry, and this can lead to business failures. • A lack of industry currency and representation in the decision making process not ideal if training is to have real employment outcomes • Focus on providing skill development for employment • Seeking to skill up marine training centre on TI for fishing and aquaculture • Need to shift community mindset so that payments for service are structured to encourage real employment • Rangers have a conservation focus (this is not bad) but to meet ongoing business opportunities may need to have a broader range of skills - more opportunity driven • Better training outcomes would be achieved if there were sectorial advisory groups to get industry currency and buy in into the training processes - Industry and community partnerships • Shifting to E-learning and will set up adult learning centre at Tulagi College on TI. Includes interactive whiteboards and computers. Can do face to face, blended and remote training and provide ongoing maintenance • Better outcomes achieved through engagement through advisory groups to undertake scans > identify local needs > develop raining needs > deliver needs • Maintain in the loop
<p>WA Fisheries Director Aquatic Management</p> <p>Heather Brayford</p>	<ul style="list-style-type: none"> • Not highest priority issue for WA Govt at this stage, but still important to agencies role in fisheries management and development • WA could take on a support role • Fits well with PISC framework • Maybe a virtual CoE • Nth region focus • Only valuable if R&D leads to socio/economic benefits not just R&D for R&D sake or training <ul style="list-style-type: none"> ○ Compliance

Group	Summary
	<ul style="list-style-type: none"> ○ Co management ○ Customary utilisation ○ Business opportunity and management all sectors ● Maintain in the loop
<p>WA Fisheries</p> <p>Ben Fraser</p>	<ul style="list-style-type: none"> ● Supports in principle but little likelihood of financial support at this stage – but could provide some technical expertise and policy input ● CoE focus will depend on the policy focus, i.e. economic development, customary activities, input to management ● Currently a hole in the ability to gain indigenous input to broad policy, especially fish related; <ul style="list-style-type: none"> ○ Could be a focused group that acts as a policy centre and advisory unit to have input to state/territory advice on a ‘broad’ policy level and for economic development ○ No agency has critical mass so consider centralise expertise in one area (even if only virtual) ○ Centralised policy group not political, representative or expertise based – include LC and use a NAFM type forums – (not advocacy or political role) ○ Develop national principals and guidelines ○ Act as a link between cultural responsibility/roles and Government bureaucracy ○ Can undertake a role to help develop, write and support potential projects – logistics, mechanics et ● Advice on RD&E <ul style="list-style-type: none"> ○ Act as a clearing house for indigenous focused RD&E applications ○ Provide guidelines for developing projects ○ Develop partnerships with RD&E providers ○ Provide advice on critical area/priority areas for research - identify gaps ○ Provide advice at initial stages when developing applications ○ Strategic and focused towards needed indigenous and industry outcomes ○ Identify and possibly commission key R&D to meet critical needs/gaps/strategic needs ○ Key first task is to identify critical areas and projects whilst agencies, R&D providers and communities catch up ● Issues of representation <ul style="list-style-type: none"> ○ Based around management areas ○ Incorporate indigenous expertise into process ○ Needs credibility (indigenous and policy makers) to be able to effectively undertake a coordinating role ○ FRDC could gain input from projects and expertise through CoE

Group	Summary
	<ul style="list-style-type: none"> ○ Need to develop critical mass to undertake the role over time – caution of burn out ● Training should be based on need and delivered by who can best deliver programs ● Maintain in the loop
WAFIC Native title officer Katie Phillis	<ul style="list-style-type: none"> ● The project looks consistent with WAFIC policy re Indigenous involvement in fishing (customary fishing and involvement in the commercial fishing industry). ● Has been forwarded to Richard Stevens for further comments ● Maintain in the loop
Yen Loban TRL Fisher Thursday Island	<ul style="list-style-type: none"> ● Strong support for the concept ● Saw a need to build capacity, especially for smaller fisher groups ● Wanted to take concept to his community for discussion then have follow up discussions ● Maintain in the loop