Desert Digital Futures
Harnessing the potential of the digital economy for desert people

Intercultural Leadership & Learning
Changing the way Aboriginal and other Australians work together

Collective Impact
Achieving impact and change through facilitated, strategic and rigorous partnerships

Solar Centre
Growing knowledge, capability and a focus for renewable energy

Outback Business Networks
Changing the way small businesses operate in the outback

remoteFOCUS
Changing how governments administer and govern remote Australia

Desert Knowledge Precinct
Building the people and economy of the desert

>> connect >> change >> grow

2012 - 2013 Annual Review
Desert Knowledge Australia (DKA) is a Statutory Corporation of the Northern Territory Government, with a national and international mandate. DKA was established as part of a community-driven and NT Government supported initiative to create a “knowledge economy and community” that shares and leverages resources for the benefit of desert Australia and its people.
Connect...

Change...

Grow...
Where we came from
Desert Knowledge Australia (DKA) came out of a community, government and non-government organisation intercultural response to create new ways of meeting the challenges of desert and remote Australia, and to create opportunities for positive change and impact – a response that established a network of desert knowledge partners who have a shared vision to work together towards a harmonious, prosperous and sustainable future for all desert peoples.

The 2008-2012 strategic plan saw significantly increased activity, the establishment of a number of key programs and the development of a set of capabilities and partnerships that provide the foundation of the 2012-2017 plan – a plan aimed at extending the impact of DKA, and desert knowledge partnerships.

What we do
We enable people and organisations to achieve positive change by:
- Connecting people and organisations, and building collaborations for impact
- Innovating high impact change programs
- Growing desert capacity and voice.

Why we do what we do
Desert and remote Australia is home to some of the most disadvantaged Australians and communities. And yet it is full of opportunities.

Much of Australia’s wealth is generated from the 85% of the continent that is classified remote - but with less than 5% of the population it is often forgotten. It is diverse. Aboriginal people and culture are more prominent.

It is huge. Complex. Challenging.

Our vision
A harmonious, sustainable and prosperous future for all of Australia’s desert people.

Our purpose
To bring about change to sustain and enhance the lives and livelihoods of all Australia’s desert peoples.

Our strategy
We will focus on:
- Building impact, innovation and capacity
- Refining a set of sustainable activities and measurable targets
- Learning, sharpening and growing our impact and contribution
- Harnessing our core capabilities, our programs, intellectual and physical assets, and our partnerships.

Our goal areas
Connect
Better social, business and change outcomes through access to information and know-how, and through collaboration and partnerships.

Change
Innovation and development of approaches that change and improve how things are done.

Grow
Greater capacity of desert peoples and organisations to respond to challenges and create opportunities.
Chair’s Report

Over the past year Desert Knowledge Australia has continued to focus and build on its existing flagship programs Outback Business Networks, Intercultural Leadership and Learning, remoteFOCUS and developing and supporting the Desert Knowledge Precinct.

As well as these ongoing programs DKA has identified two new areas of development, Desert Digital Futures and Collective Impact, further broadening the scope of our work in desert Australia in line with our mandate. The addition of these programs has seen DKA expand its partnerships and reach, moving into new areas. The opportunity to work with government and non-government organisations to pursue shared aims has been expanded.

One of the areas that our new strategic plan identifies is the need to build an authentic voice for people living in remote Australia, which is too often the forgotten backyard of our nation. The Broadband for the Bush Alliance, chaired by DKA’s CEO and which DKA provides the backbone support to, is growing well and developing a reputation and voice – advocating for the best possible broadband and telecommunications outcomes for remote Australians. The Alliance is also an active collaboration working towards practical solutions and approaches.

Likewise, this year saw the release of the Fixing the Hole in Australia’s Heartland report, the result of two years of intense work – aiming to improve how governments administer, engage with and govern remote Australia. One of the recurrent complaints we heard across remote Australia was the sense of not being heard by distant decision makers. remoteFOCUS aims not only to provide practical recommendations to achieving improvements in government governance, it also aims to build the voice of remote Australians.

The report was well received and has already informed policy and practice. I was pleased to be part of the Northern Territory Regional Governance Working Group and to have the opportunity to contribute remoteFOCUS thinking into the reforms. Our input into the Commonwealth’s inquiry into the impacts of fly-in-fly out work practices was well received by the Committee.

The impact of the report is outlined elsewhere in this review but I take this opportunity to acknowledge and thank the first author and the then Director of remoteFOCUS, Dr Bruce Walker, the other authors, Dr Ian Marsh and Dr Doug Porter, contributors, Dr Mary Edmunds and Simon Balderstone, and the remoteFOCUS Reference Group. We also thank the Sidney Myer Fund and the Australian Government for their ongoing support of this important program.

On behalf of our Board, I thank our cornerstone investor, and owner, the Northern Territory Government, for its ongoing support. I am pleased that DKA is contributing to a number of Territory Government priority areas, working with or undertaking work on behalf of departments. We look forward to a productive working relationship with the new Government.

I also thank our supporting partners, who are identified in this report, for their contributions which enable us to expand our efforts in remote and desert Australia. Each of our programs is made possible by their continued commitment and support.

The progress reported here would not be possible without our valued team which continues to expand as we grow existing areas and enter new areas. The Board would like to acknowledge and thank the DKA team and its CEO, John Huigen, for their tireless efforts.

On a final note, we express our thanks to our patron the Administrator of the Northern Territory, Her Honour the Honourable Sally Thomas AM.

The Hon. Fred Chaney AO
CEO’s Report

The last year saw significant progress in the development of Desert Knowledge and good evidence of increasing impact, which is reflected in this Annual Review.

A full strategic planning process was undertaken in 2012. The new strategic plan further sharpens DKA’s focus on achieving positive change to enhance the lives and livelihoods of all desert Australians. This reflects the maturing of the Corporation and the commitment to consolidate and refine its key programs to ensure commercial sustainability while growing maximum impact.

DKA is relatively small and agile and must be strategic and focused in achieving this mission. Core to this is our capability to be a catalyst in changing how people work together for shared purpose – to connect people with relevant knowledge. Innovating new approaches to achieving change is an essential part of our strategy. And providing support and capacity to grow people and organisations so they are stronger and more effective is the third element to DKA’s integrated strategic approach. Key to achieving change is working to build a voice for all desert Australians and building influence. So that DKA can continue to build its contribution and impact it must move to a diversified and more commercial business model.

A newly identified area of focus is Desert Digital Futures – aiming to build emphasis and impact on internet-based and other telecommunications technologies to help overcome the impacts of isolation and distance in the desert. This year has seen us taking on the facilitation role of the Broadband Corporation and the commitment to consolidate and refine its key programs to ensure commercial sustainability while growing maximum impact.

DKA’s new Collective Impact program builds on international experience in developing cross-sector, large scale collaborations to tackle complex challenges and the interest developed in Alice Springs through DKA’s partnership with NTCOSS in Alice Springs that was actively exploring this area. Brining in her own extensive experience, Michelle Lucas has established two very significant and complex projects that are underway in Alice Springs and the demand for application of DKA’s unique Intercultural Collective Impact approach is significant. Our challenge now is building the internal capacity to meet this demand. Collective Impact as a whole-system, rigorous approach to building collaboration and shared impact strengthens DKA’s capacity to catalyse real and lasting change.

The Desert Knowledge Precinct continues to be a DKA flagship. It is a privilege for us to contribute to the success of our Precinct partners and to provide the physical and partnership environment that helps to grow their impact. The DKA Solar Centre goes from strength to strength and I acknowledge the close partnership we have with CAT Projects that makes this initiative so successful.

This focused strategy would not be possible without the leadership, input and support of the DKA Board and I take this opportunity to thank them for their ongoing commitment. I thank Fred Chaney for his Board leadership, his unfailing personal support and his important involvement in the remoteFOCUS program. I also acknowledge the ongoing and essential support of the Northern Territory Government and of our strategic partners, including our sponsors.

Finally – DKA is only as good as the people involved. ‘People, passion and purpose’ guides our approach to inviting people to join our team. We have this year widened our approach and have established a College of Associates – people who are not on salary but can be called upon to meet specific needs from time-to-time; people who are part of the DKA team. I acknowledge the hard work and commitment of our team who consistently work long and hard to deliver the impact that we are striving for.

John Huigen
Chief Executive Officer
Desert Digital Futures

Desert Digital Futures connects individuals and organisations across remote and regional Australia to achieve shared understanding of key issues, and collaboration to ensure the best possible digital access for those groups.

It does so through two major elements: the Broadband for the Bush Alliance and Virtual Meeting Place.

Broadband for the Bush Alliance

The Broadband for the Bush Alliance (B4BA) is a group of organisations seeking to achieve the best communications outcomes for the 7% of Australians scheduled to receive fixed Wi-Fi or satellite National Broadband solutions under the National Broadband Network (NBN).

On 28 July a second annual two-day Broadband for the Bush Forum led to:

- The creation of a Broadband for the Bush Alliance, with DKA as the facilitating ‘backbone’ partner.
- The identification of a range of potential collaborative projects and initial teams to develop them.

As a result of partnerships developed at the forum, Professor Reg Coutts subsequently provided a briefing in Alice Springs (and via telephone link) on satellite opportunities as they relate to the NBN satellite solutions. This project was sponsored by Activ8me.

The Alliance members focused initially on clarifying a shared platform and developing the following key documents to use in efforts to influence policy and practice in broadband and other telecommunications in the bush:

- Key messages statement
- Better communications for remote and rural Australians – a Broadband for the Bush Alliance policy document
- Extending remote and rural cellular mobile – discussion paper
- Rethinking Indigenous Communications Program - discussion paper.

In June 2013 a delegation of B4BA members with representatives from Centre for Appropriate Technology, Central Land Council, Indigenous Remote Communications Association (IRCA) and Remote Area and Planning Development Board lead by DKA CEO John Huigen as the Alliance Chair visited key politicians and government officers in Canberra to communicate key policy matters.

The key message delivered to 17 parliamentarians or their advisors was that a well thought-through strategy and explicit plan for broadband and telecommunications is needed for the bush because applying the same market-based strategy and approach used in metropolitan Australia is not working.

The Alliance welcomed the Government’s appointment of a new ministerial position for Regional Telecommunications, which was established shortly after the delegation.

The website www.broadbandforthebush.com.au, managed by IRCA, was also launched.

As at 30 June 2013 membership of Broadband for the Bush Alliance was:

- Australian Communications Consumers Action Network
- Central Desert Shire Council
- Central Land Council
- Centre for Appropriate Technology
- Centre for Remote Health
- Desert Knowledge Australia
- Frontier Services
- Indigenous Remote Communications Association
- Katherine Town Council
- Ninti One
- Regional Development Australia Northern Territory
- Remote Area Planning and Development Board
- The Swinburne Institute for Social Research.

Virtual Meeting Place

Virtual Meeting Place (VMP) is a forum to explore key issues for desert Australia and aims to develop partnerships to achieve outcomes for remote and regional Australians.

In 2012 - 2013 the Virtual Meeting Place focused on developing an understanding of upcoming broadband opportunities and the development of related partnerships.

Virtual Meeting Place # 70: Broadband for the Bush Update

26 people from across Australia attended the meeting on 6 December. Topics discussed focused around the activities of the Broadband for the Bush Alliance including remote mobile coverage and ways to Indigenous Communications Programs. Various member organisations gave their outlook on the Broadband for the Bush Alliance including: Australian Communications Consumers Action Network, Centre for Appropriate Technology and Ninti One.

Virtual Meeting Place # 71: Broadband for the Bush Policy

42 people attended the meeting on 12 June, with participants from every mainland state. The meeting gave participants the opportunity to comment on the Broadband for the Bush Alliance Policy in the lead up to the Alliance delegation trip to Canberra. The meeting resulted in the development of new key partnerships for the Alliance.
Outback Business Networks

Desert Knowledge Australia Outback Business Networks (OBN) is a unique network service specifically for small businesses operating in outback Australia.

The service builds the capacity of businesses through its innovative approach of connecting them across regions and borders. It does this by partnering with key regional partners. It also utilises relevant communication technologies to link businesses, build clusters of collaborating businesses and overcome the disadvantages of distance and remote locations.

A key focus of OBN is getting outback businesses ready for the rollout of the National Broadband Network (NBN).

By linking business across border OBN is changing the way SMEs work and collaborate to build access to information and markets.

During 2012 - 2013:
• Membership increased to 1515.
• The network extended its reach to include The Kimberley region in early 2013.
• Outback Business Networks won a 2012 Northern Territory Research and Innovation Award in the Minister for Business Innovation category.
• With significant corporate support from BHP Billiton Sustainable Communities, Telstra and Qantas a new business plan was rolled out in which key member services were provided from Desert Knowledge Australia’s headquarters whilst regional partnership arrangements were developed.
• Regional partnership agreements with local industry focus were developed in the Mid West and Goldfields Esperance WA regions with staff based at the Chamber of Commerce and Industry to be in place in early 2013 - 2014.
• A new look members directory was launched at www.desertknowledge.com.au/OBN. The directory is a networking tool which profiles members and features links to social media platforms Facebook, Twitter and LinkedIn.
• Outback Business Networks held a video conference called Facing Facebook, using Telstra’s WebEx technology. Facing Facebook was a place where members mentored other members in setting up social media accounts for their businesses. The concept of online mentors has grown and is being developed as an ongoing core aspect of getting members ready for the National Broadband Network.
• In the November 2012 member survey greater internet awareness and online social networking was highlighted as a key area. As a result the OBN Supply, Buy, Partner Facebook group was launched and has grown to 92 members. It has become a forum to discuss issues, promote business and share documents.
• Tourism initiatives such as developing member connections along the Outback Way have resulted in the creation of a cross border cluster based on an itinerary of historic mine sites, fossick trails and accommodation providers.
• A Local Produce forum pursued connections between members and local major chain outlets and explored quality assurance requirements leading to direct business connections.
• A Mining and Sustainable Building forum which featured NANA Australia discussed ways to improve and enhance the capacity and participation of Indigenous business suppliers and other local SMEs in the supply chains of larger mining enterprises.
• A Creative and other related industries forum discussed the importance of digital literacy, the implications of the NBN and led directly to member discounts for the digital literacy program, ‘Get up to Speed’.
• Outback Business Networks hosted the site for Regional Arts Australia as part of a national consultation.
• Businesses with significant Aboriginal ownership or a significant number of Aboriginal staff have increased to 145.

Membership by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>Members</th>
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<tbody>
<tr>
<td>Barkly, NT</td>
<td>47</td>
</tr>
<tr>
<td>Central Australia, NT</td>
<td>268</td>
</tr>
<tr>
<td>Central West Qld</td>
<td>92</td>
</tr>
<tr>
<td>North West Qld</td>
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<td>Far North SA</td>
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<tr>
<td>Far West NSW</td>
<td>199</td>
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<tr>
<td>Kalgoorlie-Boulder, WA</td>
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<tr>
<td>Kimberley, WA</td>
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<tr>
<td>Mid West Gascoyne, WA</td>
<td>288</td>
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<tr>
<td>Pilbara, WA</td>
<td>89</td>
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<tr>
<td>Other</td>
<td>139</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1515</strong></td>
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Membership by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Members</th>
</tr>
</thead>
<tbody>
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<td>Business Support Agencies</td>
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<tr>
<td>Creative Industries</td>
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<tr>
<td>Local Produce</td>
<td>262</td>
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<tr>
<td>Mining Services</td>
<td>395</td>
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<tr>
<td>Sustainable Building</td>
<td>310</td>
</tr>
<tr>
<td>Tourism</td>
<td>558</td>
</tr>
<tr>
<td>All Industries</td>
<td>36</td>
</tr>
</tbody>
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Note some members are in multiple industries.
Inter-cultural Leadership & Learning
The inter-cultural Leadership and Learning programs actively aim for a shared future, building inter-culturally sensitive and effective partnerships and opportunities. The programs cross age groups, business and public sectors and cultural backgrounds to develop our future leaders both within specific communities and across the nation.

Our programs are first and foremost individual leadership development programs but also represent a collective journey for our leaders. New partnerships, the building of trust, new conversations and new ways of working together are an important part of the program. The programs are based on the understanding that the future of Australia will be determined by the way its people and leaders work and interact.

Youth Desert Leadership
Youth Desert Leadership, our program for secondary students in Alice Springs, came to a close in November 2013 with a final program day and informal graduation ceremony. As part of the day the participants were taken through all aspects of the program and asked to reflect on what they would take away from the program. Students once again listed September’s Melbourne Retreat as a highlight of the program.

The Melbourne Retreat ran for five days and gave students the opportunity to engage with a range of organisations including Reach, the Victorian Youth Advisory Council, and ARUP. A highlight of the trip for many participants was a lunch with Leadership Victoria’s Williamson Community Leadership Program.

Upon the appointment of the Director of Intercultural Leadership and Learning, the focus for the first half of 2013 has been on the strengthening of systems and documentation in an effort to create sustainable, up-scalable and transferable programs across remote Australia. We have extended our scope to include a range of internal and external skill development programs to meet the need arising from our activity in the fields of Collective Impact and remoteFOCUS.

Alice Springs Desert Leadership (ASDL)
The program is progressing extremely well, with the 13 participants and mentors expressing strong satisfaction and growth as a result of the program. Our current cohort comprises participants from diverse sectors. The program was enhanced by the participation of four TIO senior leaders across our program days in June. The TIO participants intersected strongly with our ASDL cohort, focusing on the central theme of ‘Lore and Order’, undertaking systems analysis, and engaging in a ‘Leadership Roundtable’ discussion with five of our key leaders in Alice Springs.

The strong focus on intercultural interaction and innovative approaches to collaborative engagement are a real strength of the program. Being place-based and place-focused provides an additional point of difference and advantage.

Our commitment to increase accountability during this iteration of the program has meant we have built in strong systems and documentation around the personal and group projects and have increased the documentation and training for the mentor group. We are also running strong evaluation frameworks across the life of the program this year, both to measure participant growth and to assess the merit of the program.

Intercultural Leadership in the Community
Having completed the first phase of feasibility testing for community co-designed, place-based intercultural leadership development for our FaHCSIA-funded project, we are currently firming up the methodology to progress this investigation. The second stage will commence in the second half of 2013 and will comprise a facilitated meeting to address questions around the method of identification of the ‘right’ communities, the coordination and structure of the learning programs and the source of funding for the pilot sites. Given the enthusiasm demonstrated by the community participants across the wider tri-state region it is most likely that any trial sites would be established in that region.

Desert City Connections
Emerging from the ARUP-supported market testing session in March in relation to the proposed Leaders for Leaders (L4L) program, a new offering, ‘Desert City Connections (DCC) – Intercultural Leadership and Learning’ has emerged.

The feedback from the market testing session indicated that DKA should optimise its geographical and conceptual positioning to enhance the proposed L4L series of forums and instead offer a rich, sustained and well-supported program for senior leaders.

Elements of the 12 month DCC program include a week-long experience in Alice Springs, five panel discussions on the East Coast, a structured personal project and mentor support throughout. Melbourne Business School has formed a relationship with DKA to provide the mentoring for this program. The program is scheduled for commencement in September 2013.

The Desert City Connections program provides an encounter with some of Australia’s most fragile and contest-affected settings, and moves the participants beyond intellectualisation and into application. The program is demanding and reflective of the magnitude of the issues requiring proactive and positive engagement by all Australians.
remoteFOCUS aims to change the way government deals with desert Australia. The remoteFOCUS Fixing the hole in Australia’s Heartland report was launched in September 2013, and concluded that:

- Governance arrangements are a threshold cause of policy failure in remote Australia, and
- Policy for remote Australia needs to be separately conceived and framed, and “custom-built” to meet its specific circumstances and needs.
- The challenge in designing new approaches to governing and administering remote Australia is that a paradigm shift in policy is required - and this cannot come from within the present governance framework.

In 2012 - 2013, the remoteFOCUS program has aimed to address these critical areas through:

- Building public understanding, engagement and voice for remote Australia
- Engagement with governments and policy makers
- Action learning in regions and communities
- Analysis, refinement and evaluation
- Developing a sustainable remoteFOCUS program.

The report has been extremely well received and continues to spark debate and comment. At the launch of the report, Sidney Myer Foundation’s representative spoke strongly for DKA, indicating why the foundation has funded the next stage. FaHCSIA, who supported the development of the report has supported the development of the report has supported the follow-up phase of the program.

Fly In Fly Out (FIFO) Report

After significant involvement and awareness-raising in relation to the FIFO debate, the then remoteFOCUS Director Bruce Walker and DKA Chair Fred Chaney were able to provide a remoteFOCUS submission to the Inquiry in the latter part of 2012. DKA recommendations included:

- A parliamentary recommendation for support of some specific trials of the approach to allow a start to be made and experience gained and help garner extra funds.
- That the House of Reps inquires into the governance of remote Australia as a follow on inquiry by the Regional Australia committee.

- That the Productivity Commission examine whether governance reform could be a driver of macro economic reform in remote Australia.

The remoteFOCUS submission to the national FIFO inquiry was received well, with specific reference made to our recommendations in the final report, particularly in relation to a potential examination by the Productivity Commission as to whether governance reform could be a driver of macro economic reform in remote Australia.

Communications and Engagement

The remoteFOCUS communications and engagement strategy will incorporate a range of streams including political, policy, the development of an alliance of organisations and the implementation at various trial sites. Critically, it will aim to raise community and public awareness around the need for changing how governments work in remote Australia and the prosed approach to achieving this change.

In relation to our ongoing activities, one-on-one and small meetings with key government officers and elected representatives have been held with a range of government departments nation-wide. The Hon Fred Chaney has continued his demanding level of commitment to share the remoteFOCUS findings across Australia and has encouraged and maintained bi-partisan interest in the recommendations.

Northern Territory Local Governance

Following the involvement by DKA’s Chair, the Hon Fred Chaney, in the then Minister Adam Giles’ Regional Governance Reform Committee for Local Government, and the subsequent release of the Draft Options Paper intended for community consultation, DKA was approached to provide a consolidated option, based on the remoteFOCUS understandings and recommendations.

The Options for Regional Governance in the Territory Paper has since been published and disseminated for consultation and discussion. The Paper was modified significantly in line with the recommendations of the remoteFOCUS report although it did not go as far as to include the ‘Umpire’ or monitoring body ‘keeping the ring’. After the release of the Options paper, DKA was encouraged to lodge a formal submission to the consultation process, pressing for the points that we consider are essential.

Pilbara Development Commission

DKA and the remoteFOCUS team have continued to engage with the Pilbara Development Commission (PDC) post the report. Conversations have been centred on the determination of a process and approach to engage more deeply with Aboriginal communities and people, as well as a further broad consideration of the cultural and economic opportunities for Aboriginal people in the Pilbara. DKA has strongly presented the need to develop an enduring approach, which might affect structure, process and policy as recommended in the remoteFOCUS report. The election has meant a delay to further progress. It is hoped that the opportunity to deepen the work in the Pilbara will be developed over time.

Ngaanyatjarra Lands

In April 2013, DKA met with senior representatives of the Shire of Ngaanyatjarra, Ngaanyatjarra Council, FaHCSIA, DEEWR and Chief Operating Officer of the Director Generals’ Indigenous Coordination Group in Warburton, WA. The meeting was successful in sharing understandings around the Ngaanyatjarra context and confirming those who would need to be involved to bring about significant shift in government and regional governance in the Lands. The project is now to proceed with funding and support established from the Australian Government, Ngaanyatjarra Council and the Shire of Ngaanyatjarra (state government funding was yet to be confirmed at time of writing).

The Ngaanyatjarra project is extremely important as it will provide a great opportunity to develop and assess the implementation process around remoteFOCUS and to evaluate the recommendations of the remote FOCUS report. It is also DKA’s first ‘fee for service’ endeavour in the field of remoteFOCUS and will help ensure an ongoing capacity to grow the impact of the remoteFOCUS program.
Collective Impact
Collective Impact

In 2012 - 2013 DKA established Collective Impact which aims to achieve shared impact and change through facilitated and best practice collaborations.

Collective Impact (CI) has encouraged the emergence of a number of significant, well-supported and complex projects in Alice Springs and remote Australia. A multi-agency approach to cultural change, the methodology provides the first example of the internationally proven ‘Collective Impact’ approach (eg Kania & Kramer, 2011, Stanford University) to profound social shift in remote Australia. It is built on a rigorous ‘five bar’ approach to change. Elements of the Collective Impact approach include (Kania & Kramer, 2011):

- Common Agenda
- Shared Measurement System
- Mutually Reinforcing Activities
- Continuous Communication
- Backbone Support Organisation.

This approach has the potential to reach far more deeply than simple collaborative approaches and requires high level commitment from each agency. The approach in remote Australia represents an opportunity to address a range of complex challenges facing the region – including child health and well being, sustainability, incarceration and recidivism, housing and alcohol – challenges that have resisted significant progress despite best intentions and significant (though uncoordinated) investment and activity.

During the last half of 2012, the Collective Impact approach was identified as a specific methodology for collaboration, with the seminal Stanford University article being distributed and the concept introduced at both the Grant Seeker’s Network and at the Indigenous Education and Employment Taskforce, two programs facilitated by DKA.

In late February, 2013, DKA offered a workshop on ‘Collective Impact’ at the newly named ‘Collective Impact Network Central Australia Group’ (previously Grant Seeker Network Central Australia), part of the Desert City Partnership. Following this initial March workshop, interest and appetite for the approach grew exponentially. Subsequently, Collective Impact has now been widely accepted across central Australia, as an approach to be considered in the creation of complex shift. This increased awareness and hunger has largely emerged through DKA’s leadership, capacity and involvement in the field.

Significant numbers of projects have been identified by service providers, government departments, by private sector organisations and community members and the opportunities increase on a daily basis from remote Australia and beyond.

Between March and July, 2013, strong implementation systems and business models have been developed and contextualised in order to begin to implement Collective Impact across remote Australia. DKA is currently undertaking the ‘Backbone Facilitation’ role for:

- Early Childhood Development: Pre-Birth to four years of Age.
- Preventing Aboriginal Male Violence against Aboriginal Women.

We are also supporting several other projects as they move towards a Collective Impact approach. Each project will require sustained and profound effort stretching across years and each project team will comprise some 60 plus members.

As Collective Impact projects continue to come on line, DKA will explore the synergies and links between these projects and will establish a network to increase our impact across Alice Springs and remote Australia.

College of Associates

Our capacity to meet the demand of CI is currently being built through the establishment of the College of Associates and through the emerging training and systems.

It is envisaged that the College of Associates will become a network of colleagues with a common deep investment in contributing to sustaining and enhancing lives and livelihood in remote Australia. The College is intended to become an organic community committed to the growth and learning of its members through collaboration and personal awareness-building.

The members will work not only with their own development but with the support and development of colleagues over the duration of complex assignments — that generally extend over a year or more.

We have currently welcomed 13 Associates into our College and a further six Research Associates. Half are Alice Springs locals, and the others come from interstate. We anticipate increasing this number in 2013 - 2014.
IEET
The Indigenous Education and Employment Taskforce (IEET) is a coalition of local Alice Springs stakeholders across the sectors of government, Aboriginal and other non-government organisations (NGO) and private business, which is facilitated by DKA.

The goal of the Taskforce is to achieve demonstrable improvements in education and employment outcomes for Indigenous people in Alice Springs, by encouraging partnerships and bringing together a range of people with a common purpose.

In 2012 - 2013:
• The Indigenous Educators group developed a 10 page summary of the *Every Child’s Education Matters* report and an action plan based on this report.
• Four partner organisations (Yeperenye, Tangentyere, Ingkerreke and Desert Knowledge Australia) committed to investing $10k each to engage a consultant to develop a pitch for funding bodies for a National Centre of Indigenous Art and Culture.
• The IEET worked alongside other local businesses and organisations as part of the Alice Springs NAIDOC Week organising committee, specifically to facilitate the NAIDOC Awards.
• The Indigenous Mentoring Group are currently developing a manual for employers wishing to employ Indigenous workers and a web page that brings together the range of employment services (training, counselling and education) available to Indigenous employees and employers in Alice Springs.
• The transitioned IEET project ‘Girls at the Centre’ (run by The Smith Family) implemented an Experiential Mentoring program whereby students from the program that reached expectations of attendance, behaviour and involvement in school gained the opportunity to attend the annual Experiential Mentoring Trip to Melbourne.

The Desert-City Partnership
The Desert-City Partnership Project was initially established by DKA with the aim to increase the return on philanthropic investment in desert/remote Australia by building better understanding and more robust linkages and collaborations between desert-based grant seekers and city-based grant makers. It also aimed to build understanding and commitment in both sectors, and bridge them together.

The initiative was initially set up as a working coalition including the Menzies Foundation and the Ian Potter Foundation and from this developed a subproject, the Alice Springs Grant Seeker Network. The Grant Seeker Network was established as a joint NTCOSS/DKA project that was developed as a network of NGOs aiming to increase their capacity to attract philanthropic funds. In 2012 - 2013:
• The ‘Exploring Collective Impact and Funding Opportunities’ workshop introduced the Collective Impact process and initiated several emergent collective impact workgroups in central Australia.
• In February 2013 a ‘Briefing on Collective Impact’ workshop thoroughly unpacked the Collective Impact process to explain how Collective Impact worked in practice.
• In March 2013 two emerging Collective Impact work groups continued on their Collective Impact journey in a fully facilitated working day.

The changing focus of the network has been reflected in the recent name change to the Collaboration & Innovation Network Central Australia (CINcA), a network of organisations who wish to:
1. Establish more effective partnerships with the philanthropic sector and other investment partners;
2. Collaborate and learn together;
3. Innovate new approaches to achieve greater long term sustainable impact in and around central Australia.

CINcA therefore encourages collaboration, innovation, attracting of new forms of investment, coordination and cross fertilisation of ideas and co-learning. Some of the partnerships will be Collective Impact partnerships, where large-scale progress is achieved through organisations rigorously aligning their agenda, measurement, and activities, to achieve social change. To date, the network has initiated several work groups that are looking at ways to more strategically work together for social change.

Other collaborative projects
Desert Knowledge Precinct

The Desert Knowledge Precinct (DKP) is a community-driven initiative to create a “knowledge economy and community” that shares and leverage resources for the benefit of desert Australia and its people.

The 73 hectare ‘centre of excellence’ represents over $40 million in investment – primarily by the Northern Territory and Australian Governments. Current infrastructure includes:

- Desert Knowledge Business and Innovation Centre (including the expansion by CSIRO)
- Desert Knowledge Australia Solar Centre
- Desert Peoples Centre - a joint venture between Batchelor Institute for Indigenous Tertiary Education and the Centre for Appropriate Technology.

The Precinct operates as a focal point for working partnerships that enhance education, training, employment, business development, community infrastructure provision, and research outcomes of relevance and benefit to desert peoples. It is an intercultural space, providing a focal point for engagement and partnership between Aboriginal and other people in knowledge-related activities and enterprise.

With its quality infrastructure and proven ability to attract key people, organisations and technologies, the Precinct establishes Alice Springs and the Northern Territory as the national centre of excellence for research and innovation organisations and businesses focused on issues and opportunities vital to outer regional and remote areas.

Over 200 people are employed at the Precinct amongst the various organisations and in 2013 over 1,000 students will receive training through the Desert Peoples Centre and its partners in disciplines ranging from construction, education, health, social services and arts.

Opportunities abound for other organisations to join in the Precinct to collaborate alongside existing partners in technology and business development, research, education and training. Together with the Northern Territory Government, Desert Knowledge Australia is keen to work with potential new partners interested in joining in and investing in the Desert Knowledge Precinct.
The Desert Knowledge Australia Solar Centre is situated within the Desert Knowledge Precinct. The Solar Centre provides important comparative performance data on different photovoltaic (PV) technologies to better inform industry, researchers and users to achieve the right solar energy solutions according to needs and the environment.

The Solar Centre was established in 2008 and features dozens of different solar technologies with virtually all of the leading manufacturers currently part of, or seeking to become part of this unique facility. The Solar Centre is also linked with other major solar energy installations around Alice Springs. Visit the website www.dkasolarcentre.com.au to find information about each technology and real-time data on their relative performance.

The DKA Solar Centre is managed by the award-winning CAT Projects, who are also partners within the Desert Knowledge Precinct. The DKA Solar Centre currently provides around one third of the Precinct’s total energy and this proportion will grow as new installations are added.

The Desert Knowledge Australia Solar Centre was established in October 2008 with $3.1M of funding provided by the Australian Government’s Renewable Remote Power Generation Program, administered by the Northern Territory Government.
Our Board

The Hon. Fred Chaney AO, Chair
Fred Chaney served in the Senate until 1990 and was leader of the Opposition in the Senate from 1983 to 1990. In 1994 he was appointed as a part-time Member of the National Native Title Tribunal, a full-time Member in April 1995 and was Deputy President from 2000 - 2007. In January 1997 Mr Chaney was appointed an Officer of the Order of Australia. He served as Co-Chair of Reconciliation Australia Ltd from 2000 to 2005 and continues as a Director on the Board. In 2007 he chaired the Consultation Committee on a Human Rights Act for Western Australia.

Harold Furber, Deputy Chair
Harold Furber, local to Alice Springs in the Northern Territory, is Chair of the Desert Peoples Centre, Board member of the Cooperative Research Centre for Remote Economic Participation and Ninti One and member of the Desert Knowledge Precinct Planning Committee.

Kathy Finlayson, Director
Mrs Kathy Finlayson lived and worked on a Leonora pastoral property for 30 years and has chaired many Boards including the Goldfields Esperance Development Commission, Kalgoorlie Board of Curtin University and Northern Goldfields District Health Advisory Council.

Alwyn McKenzie, Director
Alwyn McKenzie is based in Port Augusta, South Australia and is a Principal Project and Policy Officer with the South Australian Government’s Aboriginal Affairs and Reconciliation Division of the Department of the Premier and Cabinet.

Dr Steve Morton, Director
Dr Steve Morton is currently a CSIRO Fellow with CSIRO Sustainable Ecosystems (CSE), Alice Springs, in the Northern Territory. In 2008, after some years as Chief of CSIRO Sustainable Ecosystems, Dr Morton took up the role of Group Executive, Manufacturing, Materials & Minerals Group. He served in this role for two and half years before returning to CSE.

Janet Turner, Director
Janet Turner is a central Arrernte woman born in Alice Springs. She is an Executive Member of the Lhere Artepe Corporation, and a native title holder of Alice Springs. Ms Turner is engaged with community projects that involve her skills in the Arrernte and English languages and enjoys living and working within her community.

Dr Bruce Walker AM, Director
Dr Walker is the past Chief Executive of the Centre for Appropriate Technology. Dr Walker was one of the drivers of the Desert Knowledge movement. He is a member of a number of Boards including the National Australia Day Council and a small professional engineering services company. He is a fellow of the Australian Academy of Technological Sciences and Engineering and the Australian College of Educators and has conducted consultancies for AusAid and the United Nations agencies.
Our People

Senior Management:

John Huigen,
CEO
John Huigen has been the CEO of Desert Knowledge Australia since August 2006. Prior to this he was the Coordinator of Ngaanyatjarra Council. Before leaving for the desert, John was a research scientist and the General Manager and Associate Director of the Bionic Ear Institute, a Director of a Cooperative Research Centre and a Director of the Melbourne City Mission. John is a Vincent Fairfax Fellow, and a Williamson Fellow.

Mike Crowe,
Director - Outback Business Networks and Desert Digital Futures
Mike Crowe was a key facilitator in the development of Desert Knowledge over 10 years ago. He chaired some of the initial Desert Knowledge focus groups and played a key role in securing the original Desert Knowledge Cooperative Research Centre. Mike is well-known internationally in the field of business clustering and heads Desert Knowledge Australia Outback Business Networks.

Paul Davis,
Business Manager
Paul Davis has a Bachelor of Business from Monash University and MBA from Curtin University. Prior to joining DKA, he worked for Newmont where he was in charge of Community and External Relations for its Tanami Operations. He has previously worked for the Wunan Foundation, the Telethon Institute for Child Health Research, Coca-Cola Amatil and BHP Billiton.

Dr Michelle Lucas,
Director - Collective Impact, Intercultural Leadership and Learning and remoteFOCUS
Dr Michelle Lucas has a strong professional history in executive leadership, a Doctorate in Education and broad experience as a consultant, presenter and facilitator nationally in the fields of culture, education and training, and organisational strategy.

Our Team:

Maor Bar-Ziv
Rebecca Farrell
Felicity Forth
Rebecca Glen
Michael Liddle
Emily MacKenzie
Margaret McDonell
Jodie Summers
Mark Yettica Paulson

(As at 30 June 2013).
Our Supporting Partners

Desert Knowledge Australia wishes to acknowledge the valued contributions of our program sponsors for this financial year. Without their valued support the work we do for Desert Australia would not be possible.

The cornerstone funding from the Northern Territory Government is invaluable – providing the critical support for the appropriate governance of Desert Knowledge Australia, Precinct management, and the foundation to build community, corporate and government partnerships essential for achieving the impact needed.

Desert Knowledge Australia

Cornerstone funding:

Supporting partner:

Desert Knowledge Precinct

Infrastructure provided by:

Desert Knowledge Australia Solar Centre

Project partner:

Virtual Meeting Place

Desert Knowledge Australia Outback Business Networks

remoteFOCUS

Alice Springs Desert Leadership

Youth Desert Leadership

In partnership with:

Desert Knowledge Precinct

Infrastructure provided by:

Desert Knowledge Australia Solar Centre

Project partner:

Virtual Meeting Place