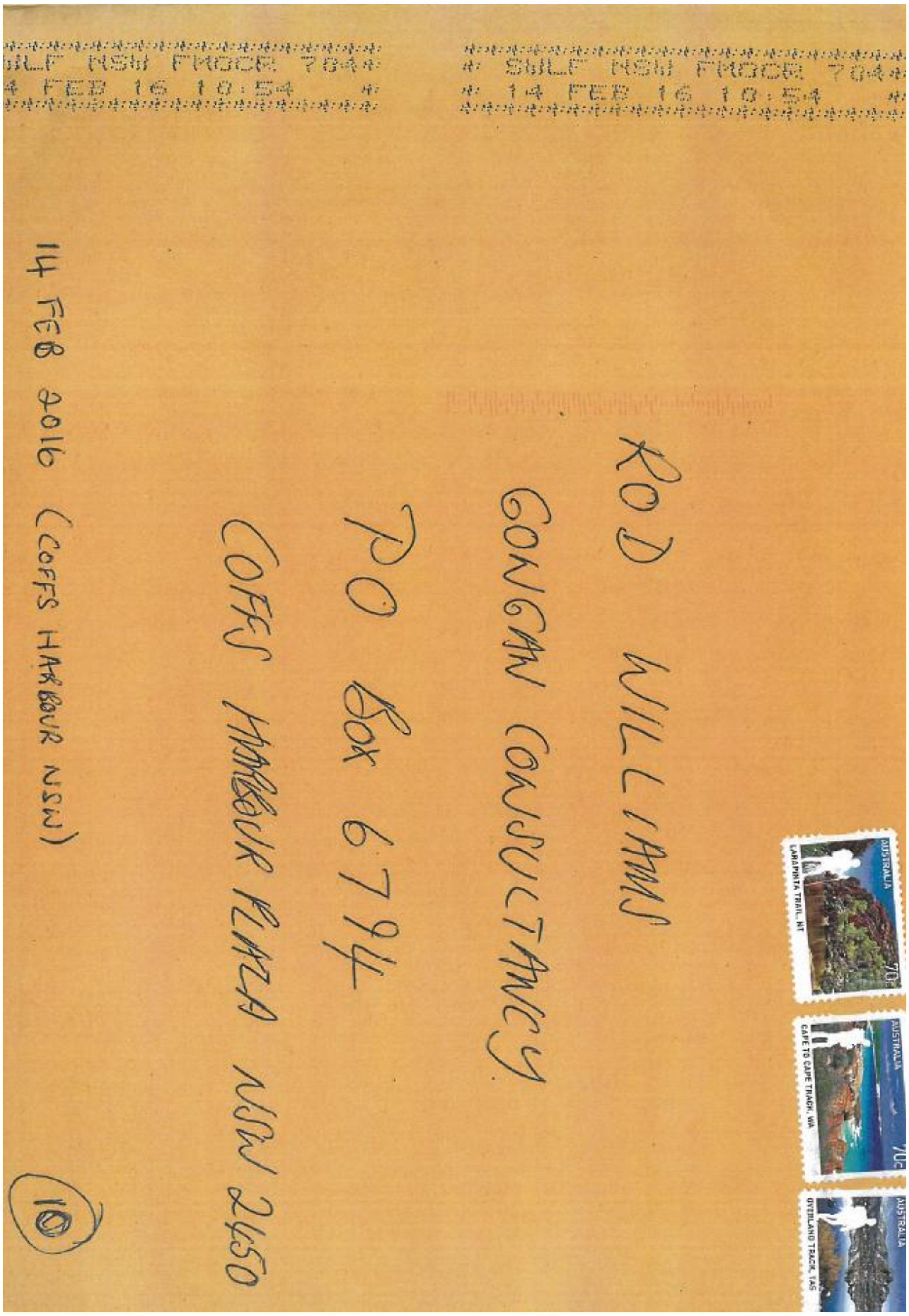
Gongan Letter Ten Contents (14 February 2016)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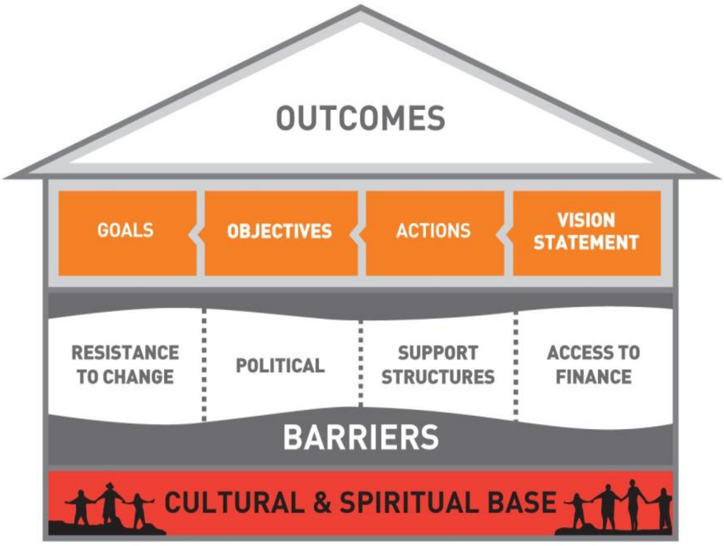

Cultural / Economic Framework

GONGAN SUSTAINABLE CROSS CULTURAL COMMUNITY AND BUSINESS DEVELOPMENT FRAMEWORK

Workshop Booklet

This booklet is orientated to applying the Gongan Frameworks and Concepts to situations that you have experienced when developing a holistic (Hybrid) business models.

Utilising standard western business models to build a sustainable cultural, social, environmental and economic balance to community, business and organisational aspirations has many limitations.

Finding the "Corporate and Cultural Fit."

Gongan Frameworks and Models

Corporate and Cultural Fit

Communications

Capacity Building

Community Development & Business Development

BUSINESS READY TRAINING

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Gongan Framework Training Booklets

Gongan Consultancy Pty Ltd

BACKGROUND

Gongan Consultancy Pty Ltd an Aboriginal owned business (100%) provides cultural/ economic management services to corporate, government and community clients. Gongan Consultancy is a small specialised consultancy firm that has developed a number of practical cultural/ economic models that provide a cultural and corporate fit between the Community, Government and the Private Sector.

The major aim for Gongan Consultancy since 1993 has been to develop business frameworks and models that facilitate and assist Aboriginal and Torres Strait Islander Corporations and people to find a cultural/ economic balance that is appropriate for the individual, family and/ or the community business aspirations.

Aboriginal Sustainable Development Model

The Gongan Sustainable Cross Cultural Community and Business Development Framework has strong linkages, influences and connections to the Aboriginal and Torres Strait Islander community practices and values. The Gongan Framework has application to other cultures not just the Australian Aboriginal and Torres Strait Islander community.

Gongan Consultancy's Approach

Gongan Consultancy has observed that when business, government and Indigenous community representatives discuss business or projects, Business speaks of profits and industry standards; Government speaks of programs and measurable outcomes; and Indigenous communities speak of a holistic approach incorporating culture, social justice, environmental protection/ management and business development. The three groups often present their directions in a language that can lead to misunderstanding and misinterpretation.

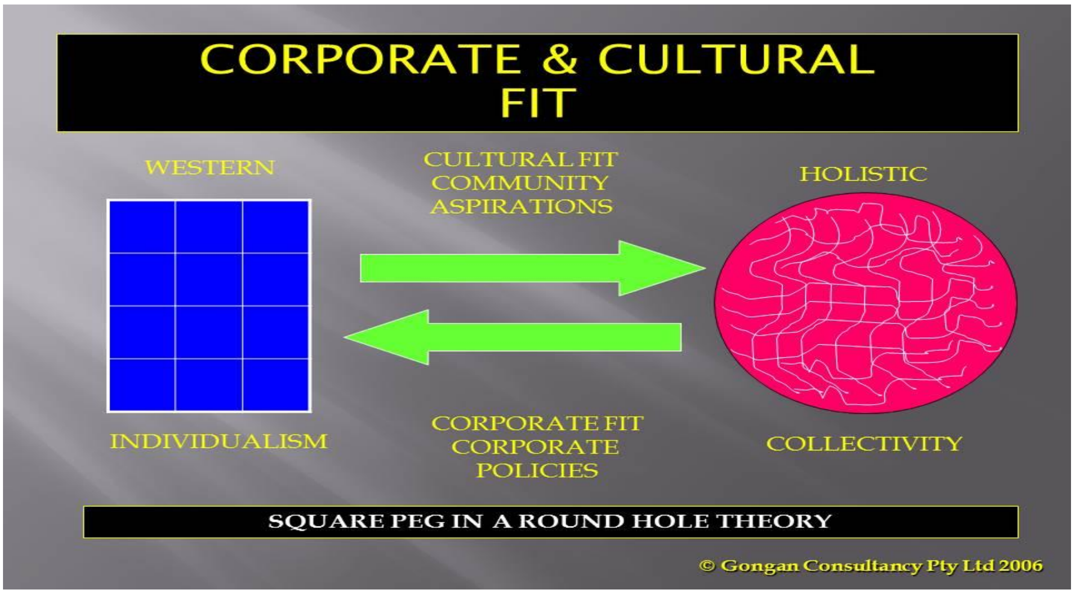
Aboriginal and Torres Strait Islander community practices and values have application to all Non Western cultures or communities that are seeking a sustainable cultural, social, environmental and economic balance to community and business aspirations.

Gongan Consultancy has built a sustainable cross cultural community and business development framework that captures a number of community and business concepts.

Sustainable Community and Business Development

The growing social investor sector have been asking for change in the way Banks, Corporations and Governments undertake and measure business success for the shareholders and the wider community. Corporations and Governments in Australia are being confronted with issues such as native title; environmental and social impacts; ethical investments; renewable resource management; etc. which is a cultural shift from management theories purely based on making corporate profits and associated measurable outcome.

Making change can be difficult and confronting. The easy option for management is to concentrate on the financial viability of the business project and hope that any cultural differences or community action does not have an impact on the businesses activities or profits.



To purely take a western monetary approach believes that the other aspects (cultural, social & environment) are not relevant and what is important is the monetary return as the only measure to success.

The community question is "How does the business activity impact upon?"

⇒ **Cultural** –protect, embrace and respect our cultural diversity.
⇒ **Social** – improve our social well-being for all generations
⇒ **Environmental** – protect the environment and allow us to continue to participate in the management of that environment.
⇒ **Economic** – Create business opportunities that have a generational economic benefit and build the business capacity of the community/ family.

Forcing people, families or communities from Non-Western Cultures into Western management models is not the answer – Square Peg in a Round Hole Theory.

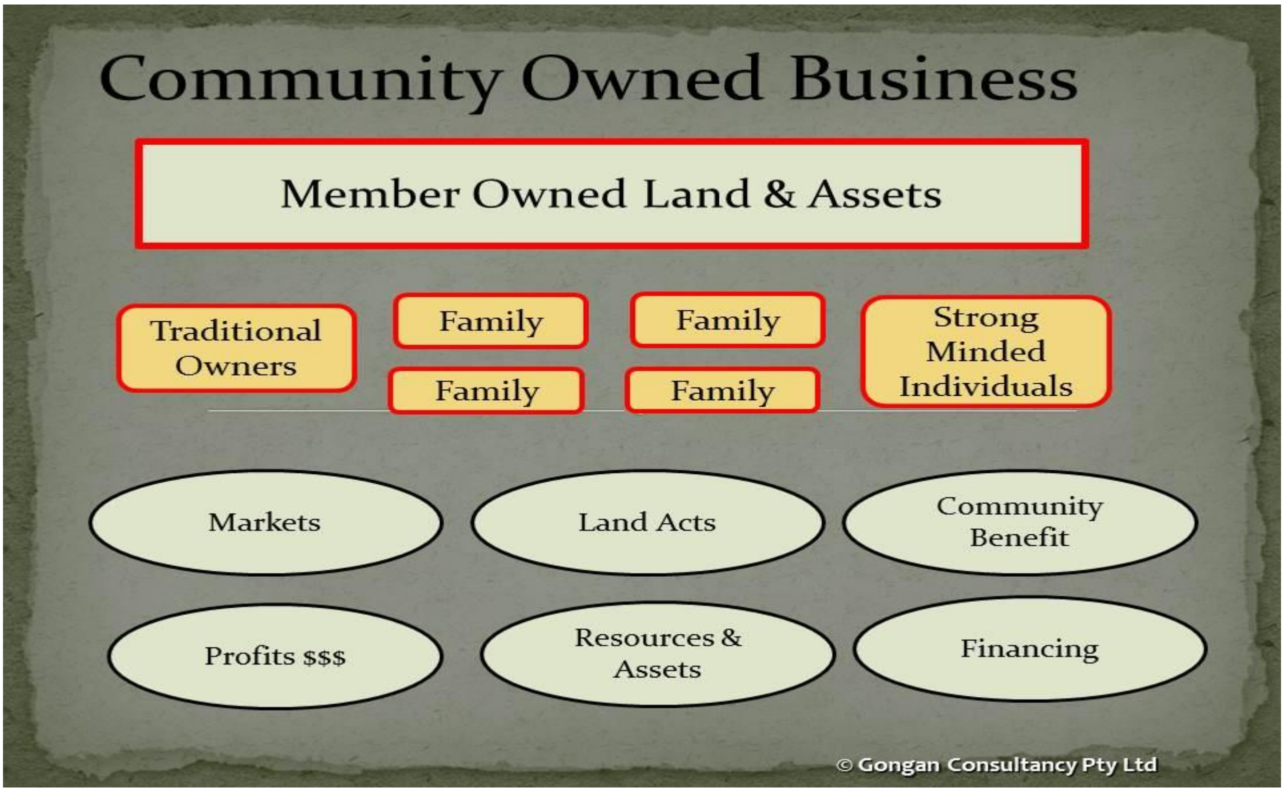
Communication Gap

It has been Gongan Consultancy's experience that the Community, Corporations and Government come to the discussions and negotiations

1. **The Community –** Communicate "Holistic Approach" incorporating - cultural, social justice, environmental protection/ management and business and/or organisational/ community development;
2. **Corporations** – Communicate Profits and Industry standards
3. **Governments** – Communicate Tax Payer funded Programs and Measurable outcomes.

The three groups often present their stories in a language that can lead to misunderstanding and misinterpretation.

Community Owned Land and Assets



There are many Indigenous Corporations where the Land and Assets are owned by the members.

Community owned businesses have to tackle similar business issues to that individual or privately owned businesses. Community owned organisations need to managed other aspects such as

- ❑ Making consideration of the community benefit and compliance to the relevant legislations.
- ❑ Family dynamics: cultural and land connections, obligations and responsibilities; and
- ❑ Community and Family dynamics are different for each Corporation and across regional locations.

Community Development and Business Development

Finding your "Corporate and Cultural Fit" – starts with bridging communications between the Community (Members), Corporations and Government in discussions and negotiations

1. **The Community –** Communicate "Holistic Approach" incorporating - cultural, social justice, environmental protection/ management and business and/or organisational/ community development;
2. **Corporations** – Communicate Profits and Industry standards
3. **Governments** – Communicate Tax Payer funded Programs and Measurable outcomes.

Community Development and Business Development

Western Business Models that focus upon monetary profits and corporate ownership do not have a "cultural fit" with people and communities from non-western cultures. Aboriginal and Torres Strait Islander people have a holistic approach to family and community wellbeing and will need to develop a "corporate fit" to ensure wealth creation and find a balance with their cultural, social, environmental and economic aspirations is essential. Many of the assets and land owned by the Aboriginal and Torres Strait Islander people are within community owned structures and organisations. The building social and business capacity requires utilising both community development and business development principals.

The Gongan Cultural/ Economic Framework captures need to have a community and business development approach to community and business capacity building.

COMMUNITY DEVELOPMENT	BUSINESS DEVELOPMENT
• Building a Sustainable Community • Capital and Funding Sources • Building Social Capital and organisational capacity • Community aspirations • Funding guidelines • Administration and Policies • Legal and Compliance • Member/ Family/ Community Engagement • Engagement strategies • Measureable Outcomes • Funding (Government and Philanthropic funds)	• Building a Sustainable Business • Capital Financing and Profits • Building Business and organisational capacity • Shareholder or Owner aspirations • Industry Standards • Administration and policies • Legal and Compliance • Shareholder and Community engagement • Marketing to customers and clients • Business efficiencies • Income (Profits) and Capitalisation.

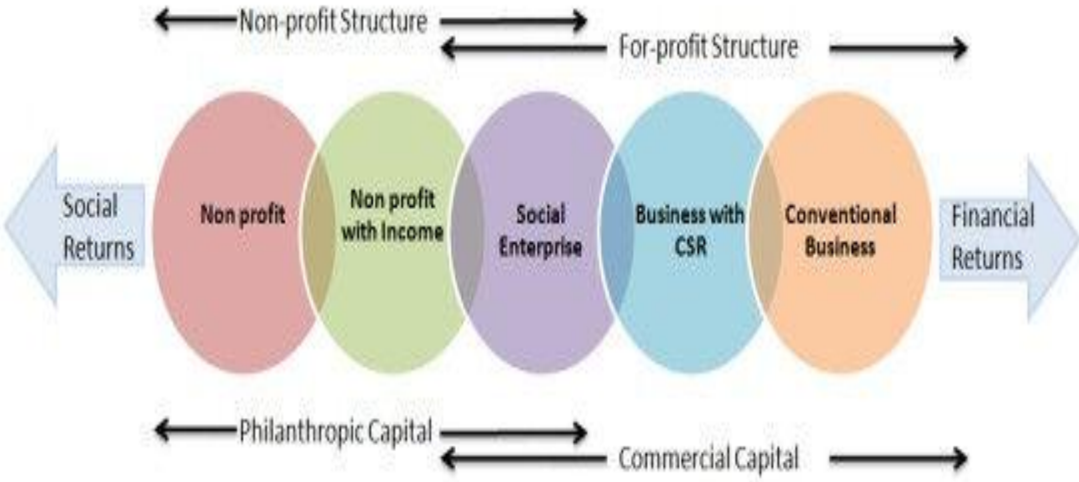
Social Enterprises

Social enterprises are organisations that:

a. Are led by an economic, social, cultural, or environmental mission consistent with a public or community benefit;
b. Trade to fulfil their mission;
c. Derive a substantial portion of their income from trade; and
d. Reinvest the majority of their profit/ surplus in the fulfilment of their mission.

Social Enterprises take a number of forms and deliver outcomes as diverse as employment for the disadvantaged, important goods and services or fundraising for other charitable activities and community projects. www.socialtraders.com.au

Economic, Social, Cultural or Environmental – Social Enterprise Mission.



Source: Community Development Investment Review 5.2 (2009)

Business vs. Social Entrepreneurs

Goal	Capture a market securely	Fill a market gap; change the world!
Objective	Build a business; earn profits	Create sustainable solutions for social change
Profit motive	Maximize shareholder value; profit as an end	Advance social aims; profit as a means to financial sustainability
Risk	Basic business risk	Basic business risk plus social aspect
Growth	Competitive for one company	Collaborative for societal impact
Link to social problems	Indirect	Direct
Feedback	Established consumer and market information sources	Need to be creative in obtaining market responses
Competition	"Win" for one business over others in a market	Exists because no one else adequately solving problem; "win" for society
Capital	Benefit from robust financial and managerial services	Contend with unpredictable and fragmented financing

Source: Cisco IBSG, 2011

Collective Impact

The concept of collective impact hinges on the idea that in order for organisations to create lasting solutions to social problems on a large-scale, they need to coordinate their efforts and work together around a clearly defined goal. The approach of collective impact is placed in contrast to "isolated impact," where organisations primarily work alone to solve social problems. Collective impact moves away from this, arguing that organisations should form cross-sector coalitions in order to make meaningful and sustainable progress on social issue.

Initiatives must meet five criteria in order to be considered collective impact

1. **Common Agenda:** All participating organisations (government agencies, non-profits, community members, etc.) have a shared vision for social change that includes a common understanding of the problem and a joint approach to solving the problem through agreed upon actions.
2. **Shared Measurement System:** Agreement on the ways success will be measured and reported with a short list of key indicators across all participating organisations.
3. **Mutually Reinforcing Activities:** Engagement of a diverse set of stakeholders, typically across sectors, coordinating a set of differentiated activities through a mutually reinforcing plan of action.
4. **Continuous Communication:** Frequent communications over a long period of time among key players within and across organisations, to build trust and inform ongoing learning and adaptation of strategy.
5. **Backbone Organisation:** Ongoing support provided by an independent staff dedicated to the initiative. The backbone staff tends to play six roles to move the initiative forward: Guide Vision and Strategy; Support Aligned Activity; Establish Shared Measurement Practices; Build Public Will; Advance Policy; and Mobilize Funding

http://en.wikipedia.org/wiki/Collective_impact

Question: "Are there any socially and culturally entrenched attitudes (activities) that would take a collective impact strategy approach to create a lasting solutions?"

The Five Conditions of Collective Impact

1. Common Agenda	All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed actions.
2. Shared Measurement Systems	Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.
3. Mutually Reinforcing Activities	Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
4. Continuous Communication	Consistent and open communication is needed across the many players to build trust, assure mutual objectives and create common motivation.
5. Backbone Organisation	A "Backbone" Support Organisation (or Organisations) creates and manages the collective impact, requiring staff with a specific set of skills to **serve** as the backbone for the entire initiative and coordinate participating organisations and agencies. To Guide Vision and Strategy; Support Aligned Activity; Establish Shared Measurement Practices; Build Public Will; Advance Policy; and Mobilise Funding.

Regional Social issues that require a Collective Impact Strategy approach?

Corporate Social Responsibility

Social responsibility in business is also known as corporate social responsibility (CSR), corporate responsibility, corporate citizenship, responsible business, sustainable responsible business, or corporate social performance.

- Corporate social responsibility is the expectation that a firm maintain a balance between making a profit and contributing to society.
- Socially responsible entities are conscious of the tradeoff between economic development and the welfare of society and the environment. They therefore refrain from socially harmful practices and contribute to activities that are socially beneficial.
- Companies can demonstrate social responsibility in a variety of ways, such as donating funds to education, arts, culture, and underprivileged children.

Companies can demonstrate social responsibility in a myriad of ways. They can donate funds to education, arts and culture, underprivileged children, or animal welfare, or they can make commitments to reduce their environmental footprint, implement fair hiring practices, sponsor events, and work only with suppliers with similar values. CSR can be practiced passively, through refraining from committing socially harmful acts, or actively, through performing activities that directly advance social goals. The below diagram shows the various ways that a company can invest in being socially responsible and the value those actions can bring to the company.

Source: Boundless. "A Brief Definition of Corporate Social Responsibility." *Boundless Business*. Boundless, 21 Jul. 2015. Retrieved 12 Jan. 2016 from https://www.boundless.com/business/textbooks/boundless-business-textbook/business-ethics-and-social-responsibility-3/social-responsibility-35/a-brief-definition-of-corporate-social-responsibility-181-1366/

Value

Where should big corporations be spending their CSR resources?

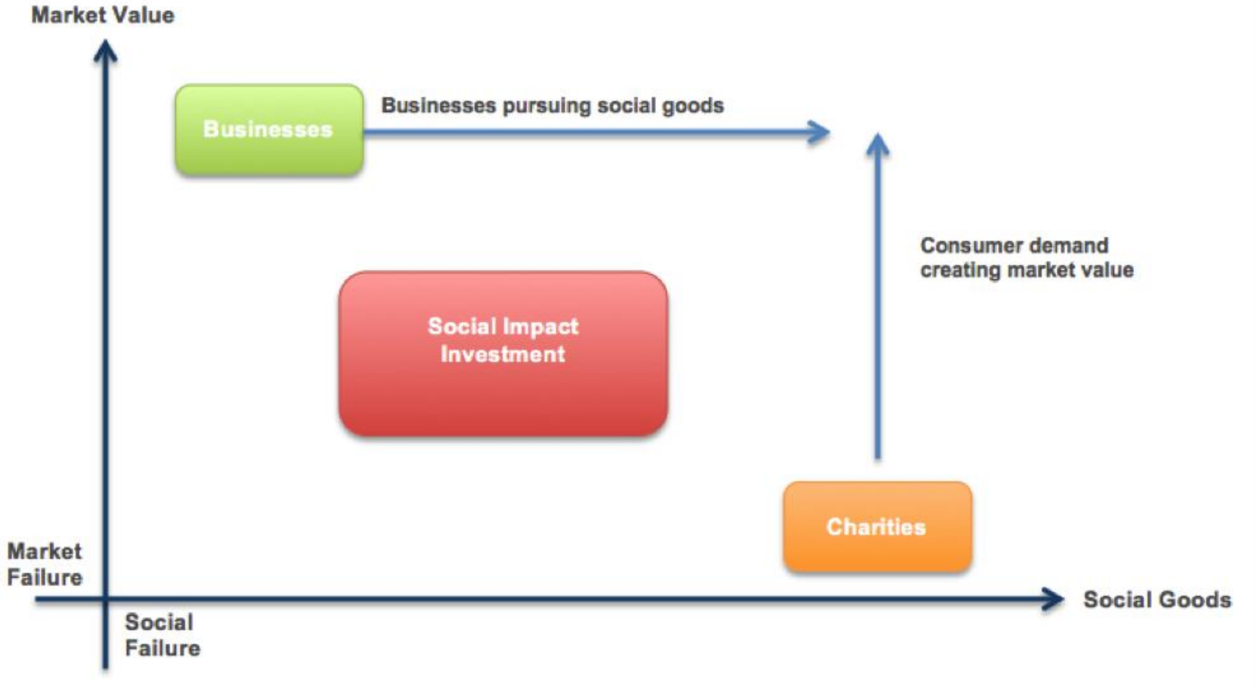
	Purpose	Impact	Benefits
CSR as value creation ★★★★★	Innovative and promotes sustainable business model	Fundamental strategic and operational impact	• Shared value (business – institutions and communities) • Promote competitiveness and innovation • Promotes a sustainable business model • Integrates business into the community • Develops Human Capital (key in developing countries) • Incorporated into the Business Strategy
CSR as risk management ★★★	Compliance	Medium to high strategic and operational impact	• Mitigates operational impact • Mitigates operational risks • Supports external relationships
CSR as corporate philanthropy ★★	Providing funding and skills	Little strategic and operational impact	• Corporate Philanthropy and sponsorships • Short-term benefits / not always sustainable • Limited funds available • Impact diluted because limited budget is allocated to many charities • Corporate competencies and other business assets not fully utilized. • Misalignment between business and social responsibility strategies and functions. • Result in minimal social and business impact of social programmes.

Social Impact Investing

Impact investing refers to investments "made into companies, organisations, and funds with the intention to generate a measurable, beneficial social or environmental impact alongside a financial return". It is a form of socially responsible investing that serves as a guide for various investment strategies. https://en.wikipedia.org/wiki/Impact_investing

Impact investing is a growing global market that creates opportunities for investors to make positive social and environmental change at the same time as generating a financial return so that money can be used again for positive impact. This may be the only way that we can fund solutions to the complex, intractable problems that the world is facing, at a time when government budgets are shrinking.

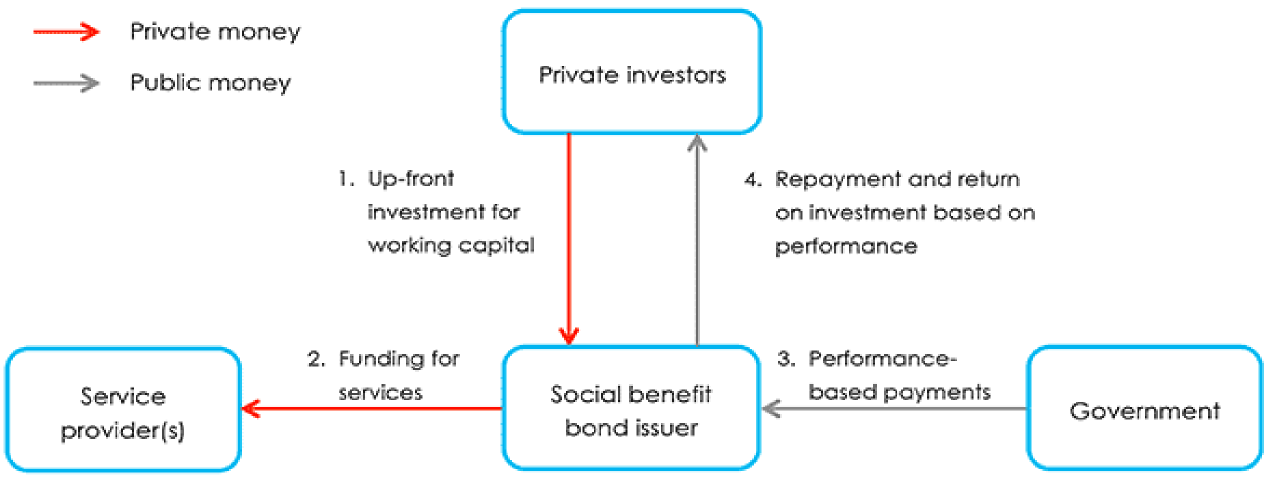
Impact investing products also redefine the relationship between government, not-for-profit service providers, investors, the private sector and the public through leveraging future cost savings to fund preventative social programs. http://impactstrategist.com/what-we-do/impact-investing/



Social Benefit Bonds

A social benefit bond is a financial instrument that pays a return based on the achievement of agreed social outcomes. Private investors provide upfront capital to cover the cost of delivering a service to improve a particular social outcome. Achievement of this outcome should reduce the need for, and therefore government spending on, acute services. Part of the resulting public sector savings are then used to repay investors' principal investment and provide a financial return. The repayment of the principal and the level of return is performance-based, which means it depends on how much outcomes have improved.

The image below shows how private investment and government funding can be used in bonds:



Source: J Liebman (2011). *Social Impact Bonds: A promising new financing model to accelerate social innovation and improve government performance*. Center for American Progress

http://www.dpc.nsw.gov.au/programs_and_services/social_impact_investment/social_benefit_bonds#Toc01

Goldman Sachs is a pioneer in the creation of the "social impact bond" - an innovative and emerging financial instrument that leverages private investment to support high-impact social programs.

Examples of Social Impact Bonds are found on the Goldman Sachs web site.

http://www.goldmansachs.com/our-thinking/macroeconomic-insights/social-impact-bonds/index.html

Indigenous Procurement Policy (IPP)

The Australian Government's new Indigenous Procurement Policy was released in May 2015 with the first phase commencing from 1 July 2015. There has been much attention on the number of contracts that will be awarded to Aboriginal businesses as a result of the new policy.

The policy has three key components:

- ❑ A **target** for purchasing from Indigenous enterprises
- ❑ A **mandatory** set-aside to direct some Commonwealth contracts to Indigenous enterprises
- ❑ **Minimum** Indigenous participation requirements for certain Commonwealth contracts

The IPP is broken into three main categories.

1. **Target:** by 2020 3 per cent of government contracts will be awarded to Indigenous businesses
2. **Mandatory set asides:** For any contract between $80 000 and $200 000 or any contract awarded in a remote area, if there is an Indigenous business that can fulfil that contract and still provide value for money, the contract must be awarded to that business.
3. **Minimum requirements:** For any new contract in certain industries at or above $7.5M, the winner of the contract must demonstrate either deliver 4% employment and/or a mix of 4% procurement. Alternatively they can choose to spread the target across their whole business, not just the individual contract, in which case the requirement drops to 3%.

   Part three of the policy, is explicitly designed to drive Indigenous procurement down the supply chain and into the private sector. Any organisation hoping to win large contracts in building, construction, maintenance, transportation, storage, education, training, industrial cleaning, travel and many more will have to meet ambitious procurement and/or employment targets that are above the current Australian average.

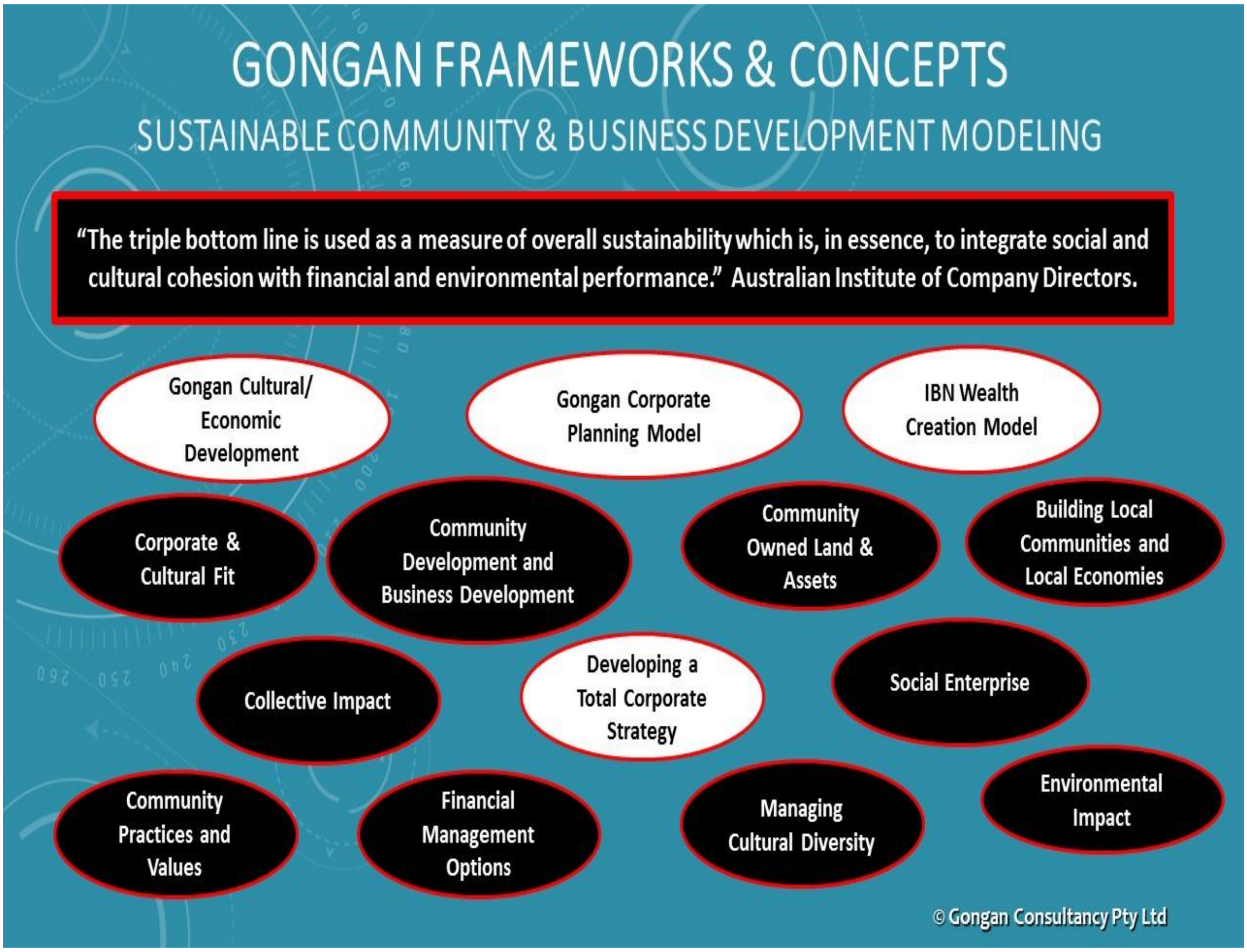
The Commonwealth has set a target will be phased in via incremental targets commencing at 0.5 per cent in 2015-16 and rising to 1.5 per cent in 2016-17, 2 per cent in 2017-18 and 2.5 per cent in 2018-19.

Sustainable Development Models

There are many models of sustainable development. The Australian Institute of Company Directors (AIDC) has made the following comment on sustainable development;

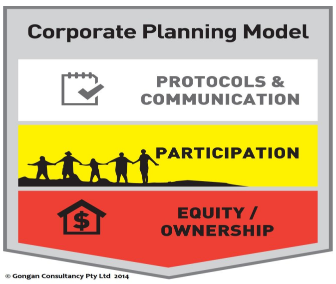
> *"A broad concept. There is a tendency in some quarters to assume that sustainability is only about the environment, or alternatively, for example, that an involvement in philanthropy meets sustainability obligations.*
>
> *In reality, its scope is far wider. The triple bottom line is used as a measure of overall sustainability which is, in essence,* ***to integrate social and cultural cohesion with financial and environmental performance****."*

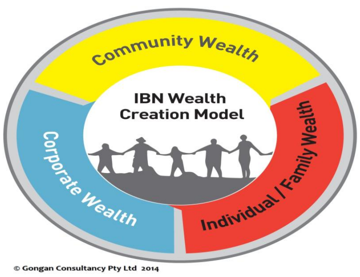
What is your organisational performance against this definition of measuring the overall sustainability of integrating social and cultural cohesion with financial and environmental performance?



There are numerous systems that can measure financial and environmental performance. The Gongan Frameworks and connected concepts are focused towards achieving; "*to integrate social and cultural cohesion*" which is central to building overall sustainability.

GONGAN CULTURAL/ ECONOMIC FRAMEWORKS





GONGAN CULTURAL/ ECONOMIC FRAMEWORKS

The Gongan sustainable cross cultural community and business development framework can assist Private Corporations and Government to build stronger relationships with the Aboriginal and Torres Strait organisations and communities through.

1. Improvement of communications
2. Understanding that cultural sensitivities and miscommunications can lead to conflict
3. Provide insights to different cultural views and attitudes; and
4. The utilisation of Gongan frameworks and models to improve outcomes.

Gongan Cultural/ Economic Framework

The **Gongan Cultural/ Economic Framework** is utilised as a directional management tool that has culture as the core principle. The Gongan Framework has a bottom up approach to facilitating information to develop the business direction that the individual, family and community would like to undertake. It is based on developing a strong cultural ethical base. The focus is orientated to gaining a holistic approach to business development by finding the right cultural, social, environmental and economic balance.

Gongan Corporate Planning Model

Gongan Corporate Planning Model is utilised as a management tool which ensures that corporations and government can negotiate a balanced long term agreement that caters for their corporate direction and the Indigenous individual, community/ organisational aspirations.

The model gives organisations an overall strategy direction and the ability to negotiating a sustainable cross cultural approach to community and business development. Negotiating and/ or consulting with individuals, agencies, communities and corporations, the Gongan Corporate Planning Model ensures that the Government and the Private Sector seek a balanced not a paternalistic approach to negotiations and corporate planning with the community.

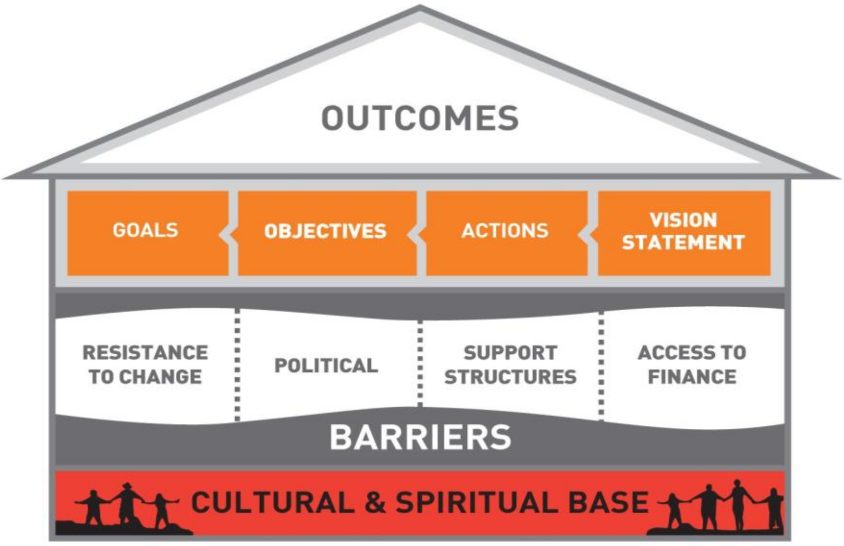
IBA Wealth Creation Model

The **IBN Wealth Creation model** allow for the three levels of wealth creation when building Community Development/ Business Development Models. Individual/ Family; Community and Corporate levels.

THE GONGAN CONSULTANCY BUSINESS FRAMEWORKS AND MODELS HAVE STRONG LINKAGES, INFLUENCES AND CONNECTIONS TO ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITY PRACTICES AND VALUES.

It is important to spend time on gaining clarity of the outcome.

GONGAN CULTURAL/ ECONOMIC FRAMEWORK



Cultural / Economic Framework

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Outcome

Outcome is the business or community development goal. The outcome is selected first before facilitating questions and answers from the other segments of the framework; cultural spiritual base; political barriers; resistance to change; support structures, access to finance.

Examples of Business and Community Development Outcomes

Create a Business	Any industry
Issue within the business	Strategic or operational matter. Outside Broadcasting Van, Training, Business Unit, etc.
Cultural & Spiritual focus	What is the focus; Heritage, Tourism, Maintenance of Culture and Language
Diversify the income streams (limit funding risk)	What are the possible business or funding opportunities for the future? The business is far too dependent on one industry or funding program.
Program Access and Development	Organisation Program Access for Youth, Aged Care, Transportation, Education, capacity and skills development.
Capacity Building	Building Individual, Organisational and Business capacity.


CULTURAL & SPIRITUAL BASE

Cultural and Spiritual Base

The cultural & spiritual base the ethics in which the individual, family or community would like to build the business upon. What are the issues or strategies that you would consider inappropriate – the following examples are points that have been raised at various workshops.

Black Politics	Black politics and jealousy (family division) has always been our biggest barrier. We have to unify and develop a shared vision for the future.
Cultural Centre/ Tourism	Our culture to be presented to Tourist in a style that the Elders are comfortable with – not plastic sales gimmicks. There are stories that we cannot share with Tourist or outsiders.
Cultural Tour Operators	Our culture and language needs to be presented with respect, honesty and approved by our elders. We understand that everyone will have their own style when presenting but disrespectful activities will not be tolerated;
Commitment to the Business	If employees or board members are not pulling their weight or are disruptive to the business operations then appropriate action should be taken. The families need to support this direction because a well-managed organisation is our future.
Tourism	We have a tourism operation and nobody wants to work Friday nights or on the weekend. These family members also take issue with people from outside taking the jobs when they do not want to work flexible hours;
Usage of vehicles	Car and vehicle usage. "Who is driving the organisations Car"; This one issue has created enormous problems over the years for organisations and businesses. It continues to create division amongst our families;
Radio Sponsorships	We will not take sponsorship from large multi-national companies such as McDonald's or Coca Cola. Do we take sponsorship from Alcohol or Tabaco companies?
Selling of Land	The Land Council political position was that the members had worked too hard to gain land holding and the selling of land would go against the hard fought gains the Land Council has achieved. The reality is we are asset rich and cash poor – the selling or leasing of some land might be our only option.
Government funding	The funding always has too many restrictions and cause family and community division. We have decided to stay away from projects that require government funds.
Mining and Exploration	The impact on our land and environment is too great. Can we stop them? What is our position if it goes ahead?
Family Differences	In relation to cultural protection, environmental management, traditional owner status, investment, business, social and health support; etc.
Ethical	Goes against the ethical standards that the organisation has determined

When cultural & spiritual base issues are raised it gives an indication of family or community disunity or the need to find balance within the strategic business direction that has been promoted by the leadership.

Resistance to Change Issues

Political Barriers issues

Resistance to Change (Barriers)

The resistance to change issues have been separated from the Political Barriers section. Change management strategies are central to gaining an overall picture of the actions for change that are in front of the family or community in relation to achieving their business or community (outcome).

Identify any pockets of resistance and ddevelop strategies for managing Resistance to that Change could central to achieving the Outcome.

Political Barriers

Political Barriers are the issues, policies or laws that will restrict your business or community development. They can range from family politics, community politics, local government, state government, commonwealth government, business license requirements, etc.

Politics **(Black Politics)**	Family or community politics or divisions.
Government	State and Commonwealth Government policies and laws
Corporate	Industry compliance, regulations and standards.
Licences and Regulations	Any licenses or regulations required for that business or opportunity
Racial Attitudes	Attitudes to doing business with other racial groups.

Identifying the Political Barriers that could stop you achieving your Outcome will give you (1) an understanding of the work (Actions) that is front of the group and (2) allows the management to develop strategies and delegate actions to other staff or members.

Political Barriers can also closely linked to sensitive points that are highlighted in the Resistance to change or Cultural and Spiritual Base issues. Is there support for the core families or the current leadership of the organisation and the community?

Skills Required

Infrastructure Requirements (estimate value of infrastructure)

Support Structures

Support Structures have been divided into two sections

1. Skills required to achieve the Outcome list the skills, qualifications, industry expertise, financial knowledge, etc. needed for the business or organisation.

Skills	Skills could include areas of administrative, financial, marketing, technical, industry, IT, management experience, business etc. Assess whether your family or organisation or business has the skills required. What are the gaps?

2. Infrastructure and Support Needs to achieve Outcome could be mentoring, industry groups, assets and materials. Add up the estimated cost $$$.

Infrastructure	Assets, Vehicles, Buildings, Offices, Vehicles, Trucks, Loaders, Equipment Place an estimated cost $$$ on each item.
Support	Mentoring, Industry groups, Legal, Accountant, IT, Marketing expertise

This allows for the group to gain an understanding of two aspects of the organisation/ business.

Do they have the skills and experience required to operate this business?
Infrastructure Costs and the type of support required for this organisation to progress the business?

An analysis of the support structures information will allow the participants realise that (a) the funds required for the infrastructure with an estimated breakdown, also itemize the infrastructure required for the business opportunity and (b) the skills capacity of the group in relation to that business or industry will also become evident.

In some cases it leads itself to considering a **Joint Venture partner** that will bring the finance and industry expertise to the business project.

Access to Finance

Suitable Joint Venture Partner Option

Access to Finance

Where is the organisation/ business able to access funds and or finance from? The usual sources banks, finance companies, government grants, their own funds; etc.

1. If the analysis of the **support structures** (Barriers segment); shows that the organisation has the business skills and knowledge to achieve the identified outcome. The Executive and Management are comfortable with accessing funds to purchase the infrastructure and set up costs required.

   No requirement to consider Joint Venture arrangement.

2. If the analysis of **support structures** (Barriers segment); shows that the organisation require substantial finance and have limited industry expertise and knowledge. It might be in their interest to find a suitable joint venture partner who can access the finance and bring the industry expertise to this business.

Access to Finance

Suitable Joint Venture Partner Option

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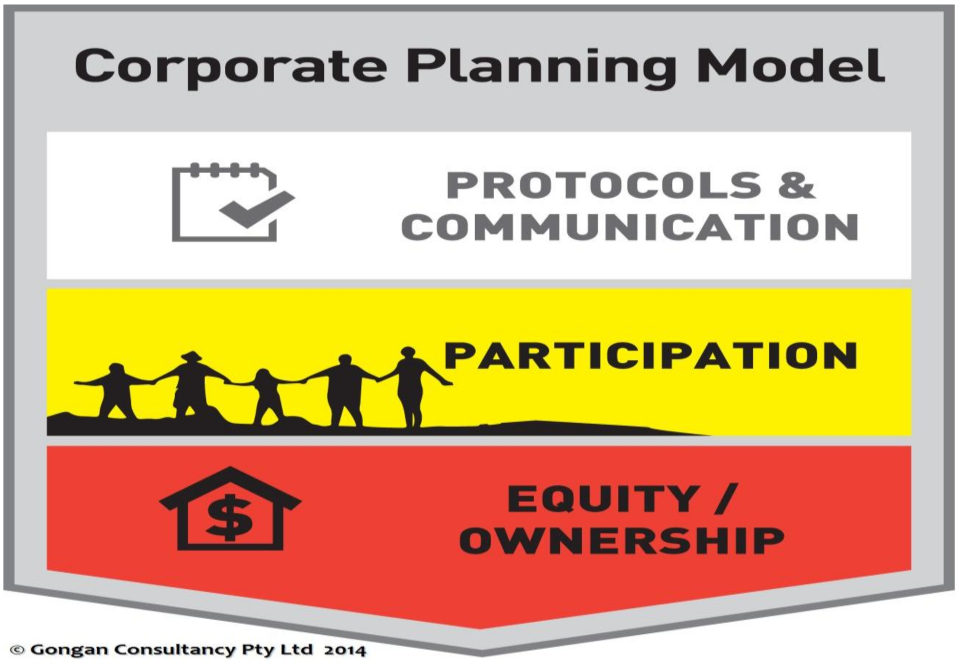
PROTOCOLS & COMMUNICATION

GONGAN CORPORATE PLANNING MODEL

The Gongan Corporate Planning Model is utilised as a management tool which ensures that corporations and government can negotiate a balanced long term agreement that suits their corporate direction and meets the Indigenous individual, business, community/ organisational aspirations.



The **Gongan Corporate Planning Model** is a management tool can that assess the balance of the agreement. What are the consequences of having (1) Poor communications and inappropriate protocols; (2) Limited participation; and or (3) Partners feel that the limited engagement, lack of influence or equity in the project is unfair.

Consequence "This agreement will have a short life span"

Protocols & Communications

Building trust and respect through clear Protocols & Communications.

Companies may need to comply with National, State, Regional and local protocols, delegations of authority and with an emphasis on internal & external communications and networks.

Indigenous families and communities may need to comply with cultural obligations and show respect to other family members and connected families.

Build processes and policies that respect the cultural differences (corporate and community) through transparent communications and a set of protocols.


PARTICIPATION


EQUITY /
OWNERSHIP

Participation

What is the level of Participation in the business or community development outcome?

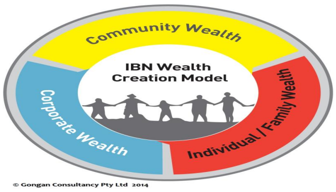
Levels of participation and capacity building through Indigenous people being able to benefit from training, education, employment, direct contracting and business opportunities.

Capacity building maybe inclusive at the individual/ family/ organisation/ business and or community.

Equity Ownership

Equity Ownership. Define what Equity Ownership means for your situation?

1. Owning a percentage of the business or a joint venture;
2. Influence and engagement – have had input and influence on the development of the policy or business arrangement.

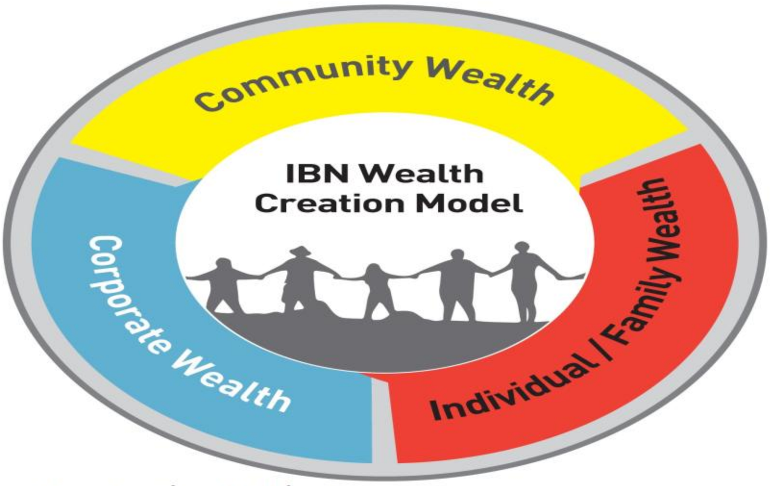


Individual and Family Wealth Strategies

IBN WEALTH CREATION MODEL

The Indigenous Business Network (IBN) Wealth Creation Model has been developed to change the mind-set toward building wealth across all levels of the community. The message is directed at building Indigenous business and community capacity at the individual/ family/ community and corporate levels.

It is important to allow for the three levels of wealth creation when building Community Development/ Business Development Models



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Individual and Family Wealth

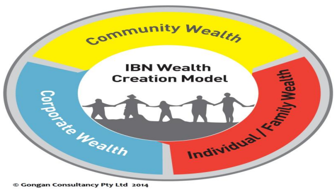
Creating the opportunity for individuals and or family groups gaining access to employment, education, owning a house, small business activity, investments and savings.

There are many businesses that are suited for family or individual owned business operations such as trades people, small retail store, artists etc. It is important that these businesses are included in the community development/ business development plan.

Comment

The Department of Innovation, Industry, Science and Research; Small business key facts www.innovation.gov.au, stated there were 2 051 085 actively trading businesses in Australia as at June 2009; 96 per cent were micro business, 0-4 employees and small businesses, 0-19 employees (1 961 337), 4 per cent were medium-sized businesses, 20-199 employees and less than 1 per cent were large businesses.

Small business tends to employee family and friends (these small business people have taken the risk and have the right to look after the family and friends). What is the status of the Indigenous small business sector?



Community Wealth Strategies

Corporate Wealth Strategies

Community Wealth

Community Wealth – Utilising community owned resources such as land assets, labour (human resources/ skilled labour) capital (buildings, equipment, investments and housing). Developing strategies to utilise community assets to improve the cultural, social, environmental and economic wealth of the community.

Comment

Building Community Wealth

a) Social Enterprises and organisations managing land and assets for the cultural, social, environmental and economic benefit of the members; and
b) Contracting Indigenous products and services. It is OK to support our own businesses.

Corporate Wealth

Corporate Wealth – Developing Joint Venture and Business opportunities.

Comment

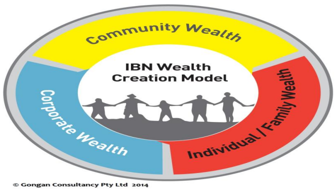
These Corporate Wealth opportunities may arise through Native Title negotiations when the family or the organisation does not have either or all the following; (1) the industry skills and capacity; or (2) the ability to finance the business; or (3) requires a group Indigenous entities to come together to pursue larger JV business opportunity.

Building Local Communities and Local Economies

The business activities will help grow the local economy and give entrepreneurial opportunities for meaningful employment and training.

The Institute for Local Self Reliance lists the following benefits: www.ilsr.org

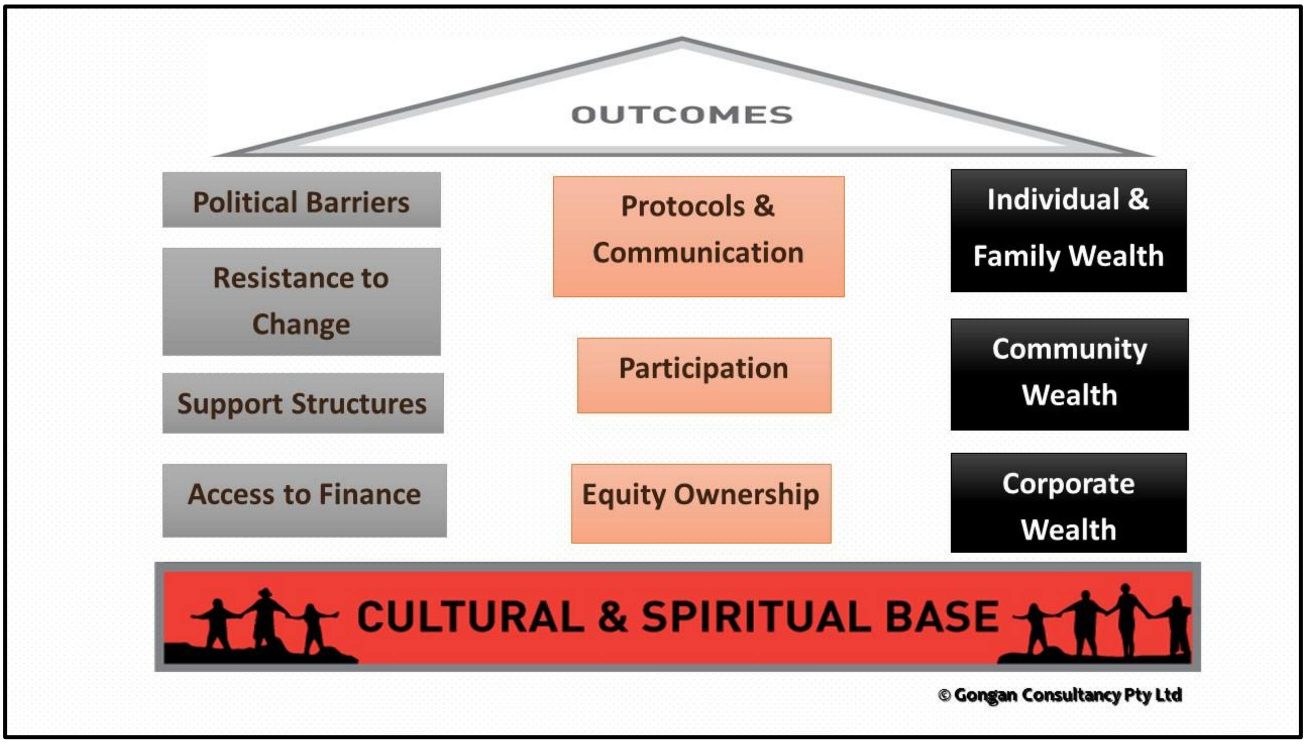
- Local Character and Prosperity
- Community Wellbeing
- Local Decision Making
- Keeping Dollars in your local economy
- Providing Local jobs and wages
- Provides opportunities for entrepreneurship
- Efficient use of local infrastructure
- Assists in environmental sustainability by reducing the need to travel
- Increases local competition and therefore improves service standards
- Provides for Local Diversity



Local Wealth Strategies (will all of your investments be in this region)

Risk Management

The Gongan Framework and Models (Gongan Cultural/ Economic Framework, Gongan Corporate Planning Model and Indigenous Business Network Wealth Creation Model) have been utilised as a tool to identify risk.



Risk Analysis. (Areas that registered most sensitivities, concerns or gaps)

Developing Strategies and Actions

Setting Goals

Achieving Objectives

Formulating Actions

Building a Shared Vision.

GONGAN FRAMEWORK MIND MAP

Allow yourself to think outside of business models that are purely based on monetary gains, those models have little regard for cultural, social and environmental aspirations and considerations.