

Good Governance Program 2022-2024

2024 Evaluation Report Plain English Summary

Kurra Aboriginal Corporation

Kurra GGP 2022-2024 – Phase 2

2022

4-day GGP workshops:
March, June & September

Interviewed advisors &
selected JBWere & QIC:
March

2-day workshops with
advisors to develop
investment policy:
June & September

Transferred funds to QIC &
JBWere: December

2023

4-day GGP workshops:
March, June & September

2-day workshop with
advisors to finalise
investment policy: March

Half day reports from
JBWere & QIC within GGP
workshops from June

Kurra director elections:
September

2024

4-day GGP workshops:
March, June & September

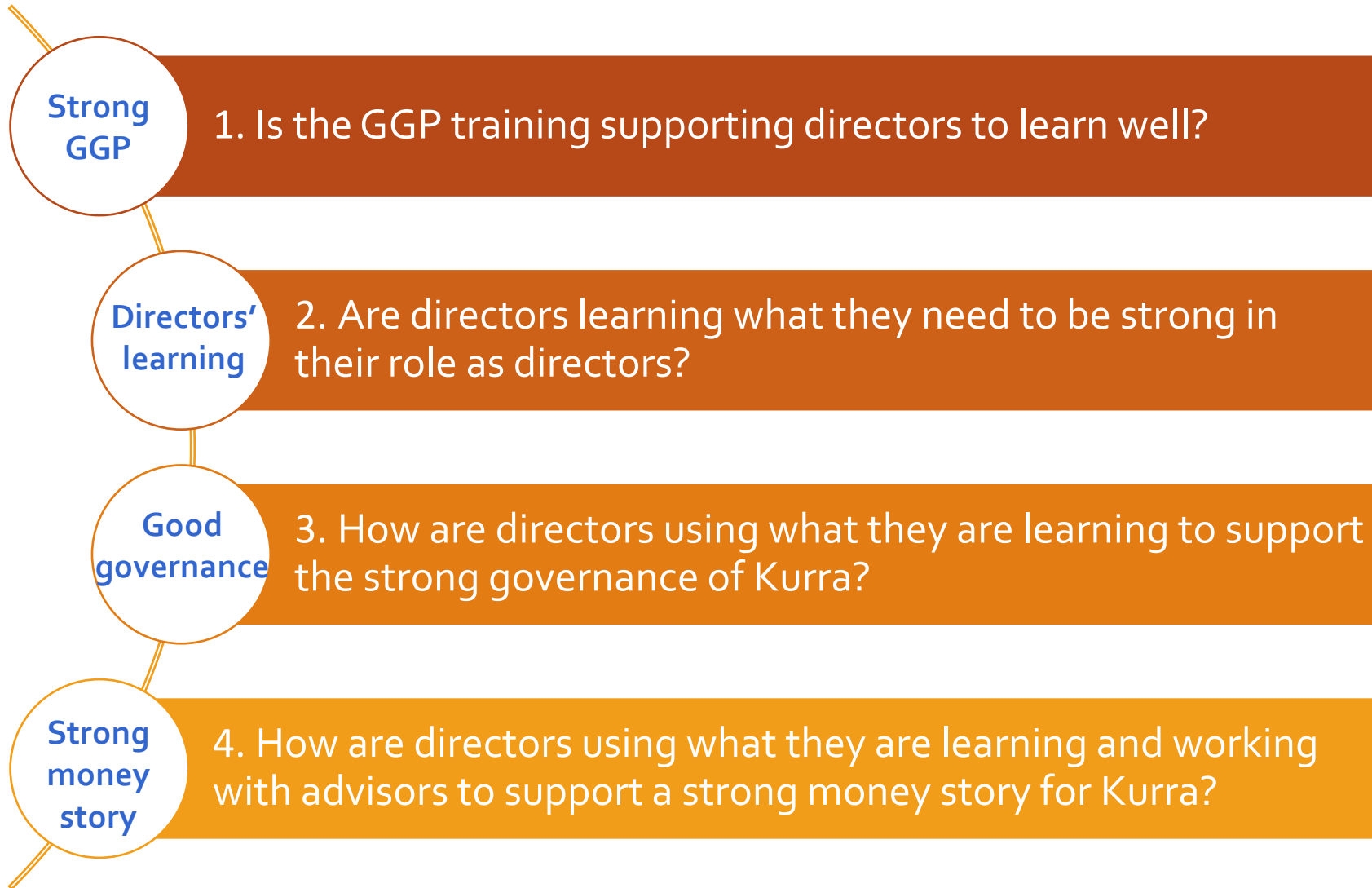
Half day reports from JBWere
& QIC within GGP workshops

Developing strategic plan within GGP workshops

Overall what we are hoping the GGP will achieve



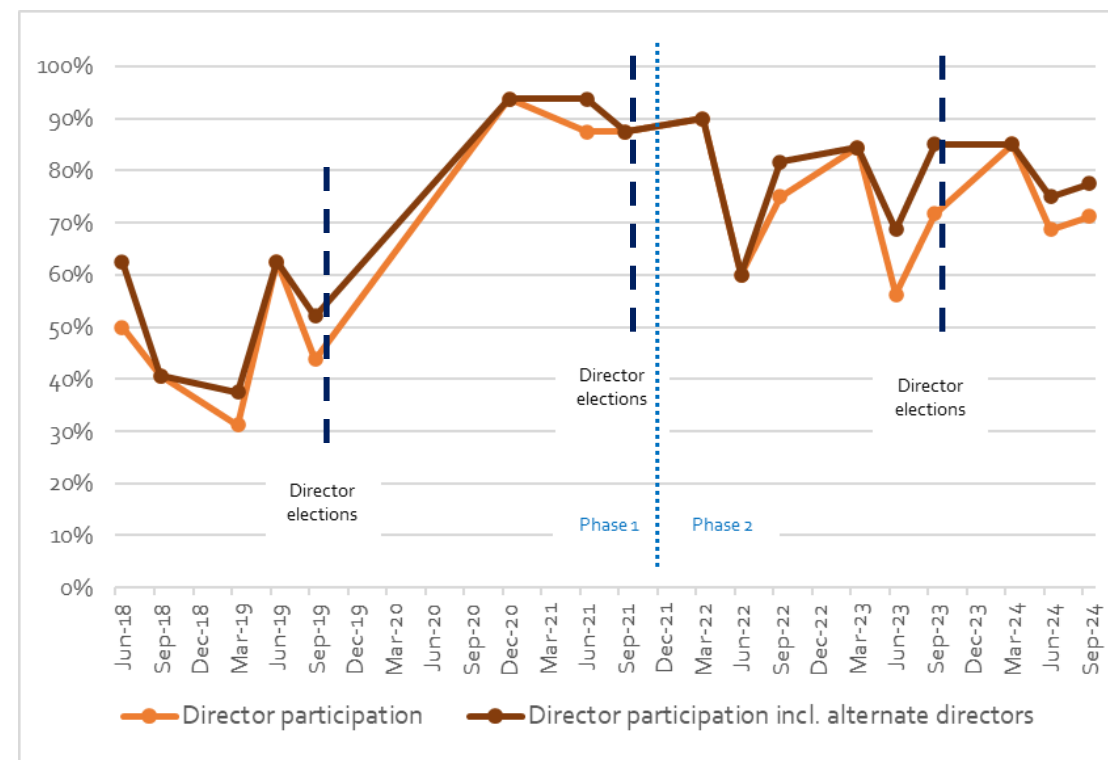
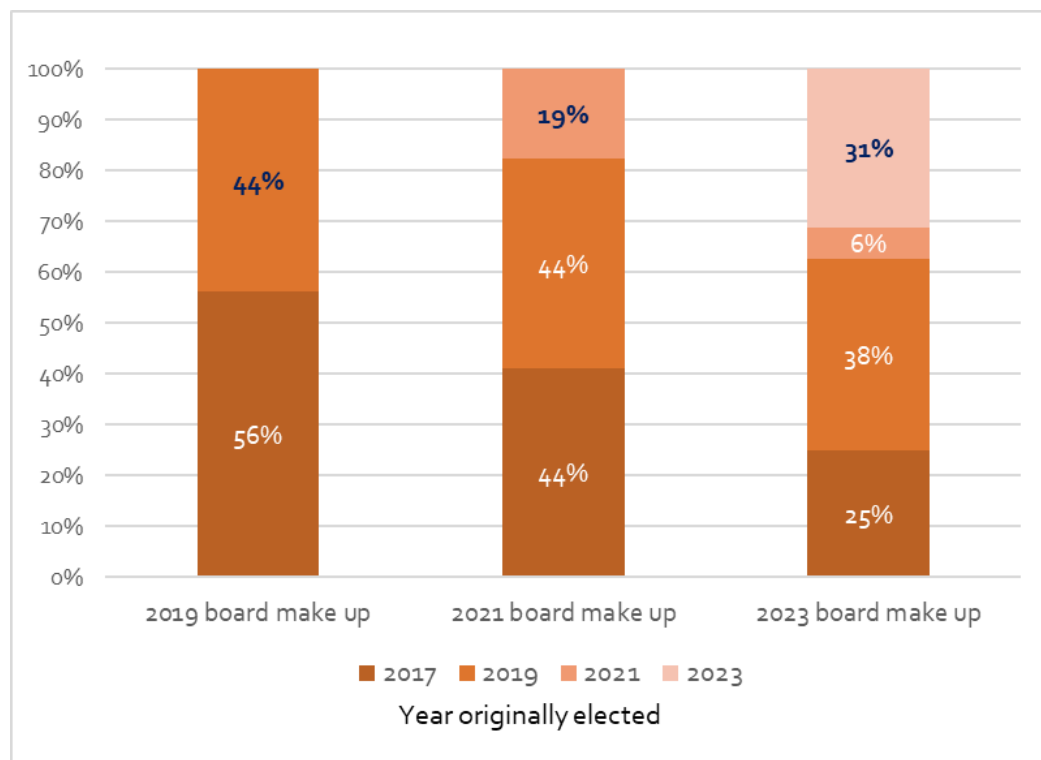
Key evaluation questions



Information collected for evaluation

- Sam (evaluator) comes to each workshop
- Director-only evaluation sessions following advisor reports and at end of each workshop
- Interviews with:
 - Kurra directors
 - MLCS Corporate trainers
 - CLC staff members
 - JBWere & QIC advisors
- Director-only evaluation sessions reflecting on the GGP over the last three years facilitated Kurra directors in September 2024
- Review of key papers and reports

Kurra director participation



Strong GGP: directors' experience

- 'No other training like this'
- Enjoyable & supportive learning environment



These workshops really opened our minds – there is no other training like this.

Kurra director, Sept 2024

It's really good being at this meeting; it's really exciting... Before [the GGP] I wasn't interested... I used to go home and forget about what we said, but now it's really good, I know what is happening.

Kurra director (125), Sept 2024

We are coming out of our shells – we opened up because we are feeling comfortable together, like we are family.

Kurra director (150), Sept 2024

It has been great working with... all the staff, whatever we need, you guys are always there for us... travel, food wise.

Kurra director (114), Jun 2023

Strong GGP: directors' experience

- Strength of Yapa ways of learning
- Working & learning together

English is a hard language, but when we speak in Warlpiri we can understand.

Kurra director, Sept 2022



We need to develop more ideas and resources like the Wanakiji [bush tomato] to deepen our understanding. These things help us to get out of going around in circles in the Kardiya [non-Indigenous] world.

Kurra director (148), Sept 2024

Workshops are really good to come together and support each other – working and talking together, strengthening our connections because we live in different places and don't get to talk together much.

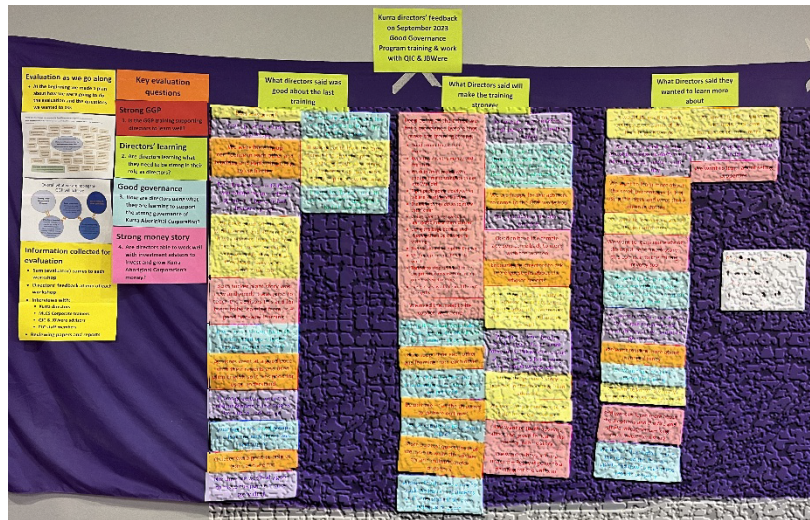
Kurra director (124), Sept 2024

We are encouraging the new young directors so they can learn and become future leaders. No-one is above anyone else that's what I like about this training.

Kurra director (150), Jun 2024

Strong GGP: directors' experience

- Valuable and useful knowledge
- Evaluation supporting two-way learning



It is making my mind confident... When I come to the workshops, I focus on one thing; it's really good what I am learning.

Kurra director (120), Jun 2023

It's good that Sam [evaluator] helps us to remember some things that are hard to understand. This is good support and makes it interesting to learn.

Kurra director, Mar 2024

The evaluation that we are doing is really good. That's really good the way you [evaluator] put all those things up on the wall at the start to remind us. This working together really well; it's really good. It helps to remind us what was good and what wasn't good enough. It's really good.

Kurra director (120), Jun 2023

Strong GGP: directors' experience

- Tensions arising from complex reality
- Demands & distractions



Do we really have the power? We are in poverty and our money is being tucked away... Our kids are struggling today.

Kurra director (124), Sept 2024

Our voice is getting stronger. We have more knowledge to have the conversations with Kardiya [non-Indigenous people]; it's not all one way now.

Kurra director, Sept 2024

Strong GGP: key developments in Phase 2

- Strong GGP Coordinator role & CLC systems to support the GGP
- AAMC Project Officer supports travel and accommodation

No auditor's report, so how can we know? We have to have these reports. I'm really putting a point across here... There is a lot of confusion, it's twisting our minds.

Kurra director (124), Sept 2024

We need to prepare well for the September workshop because there is a lot of pressure on directors.

Kurra director, Sept 2024

I think the project has really gone ahead in leaps and bounds since we've had that position [GGP Coordinator].

MLCS Corporate governance trainer (101), Nov 2024

...to me that really is the power of the GGP, having the time to talk about things and come back to them and check again later in the week prior to... directors making decisions, and I think we've really nailed that over the last three years; we've really set that as a key advantage of the GGP... and then having [the GGP Coordinator] role that can actually carry the information that was presented in the GGP [workshop] across into the director meeting.

CLC staff member (105), Nov 2024



Strong GGP: key developments in Phase 2

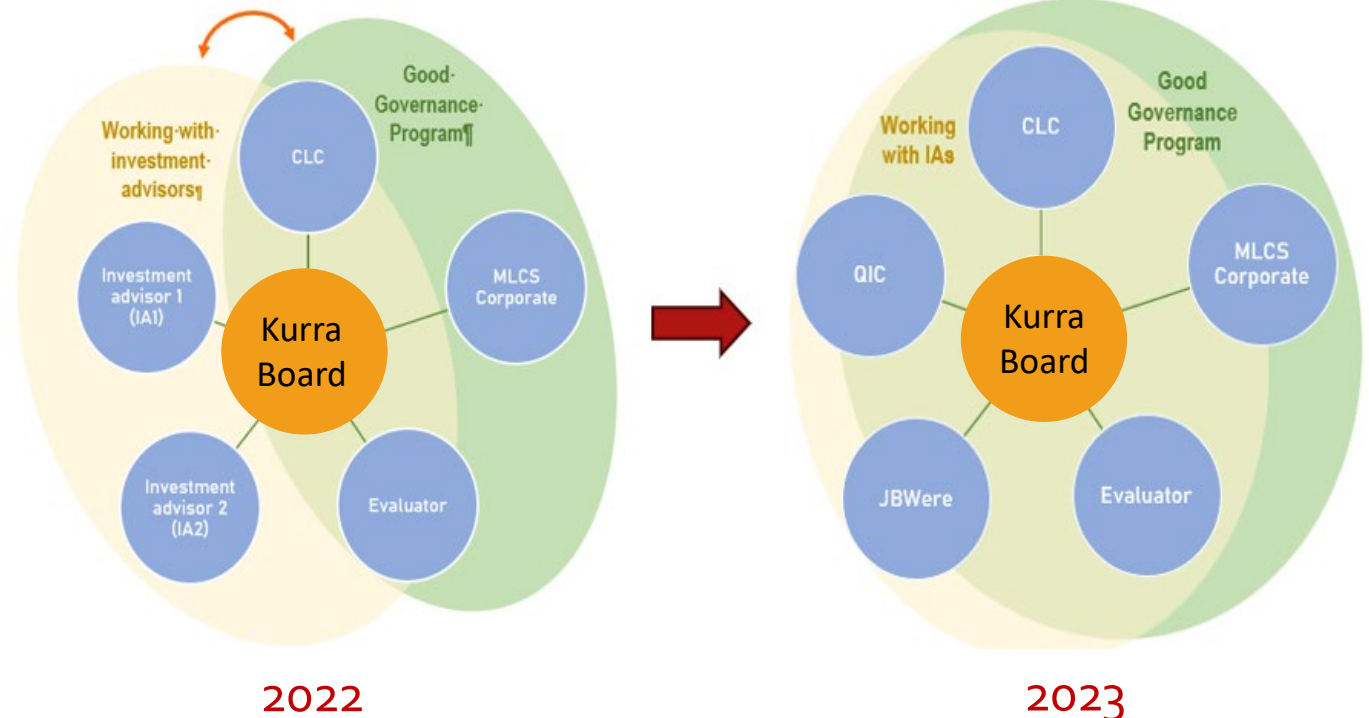
- Bringing the advisors into the GGP

...bringing the advisors in... has also been way more successful than I imagined it could be... They talk to each other and they cooperate and collaborate and share what they can in a really impressive way as rival companies, and [they are] so willing to be involved in the evaluation and to respond to feedback... I think there's a lot of commitment from everyone, to making this a success. People are all in.

CLC staff member (105), Nov 2024

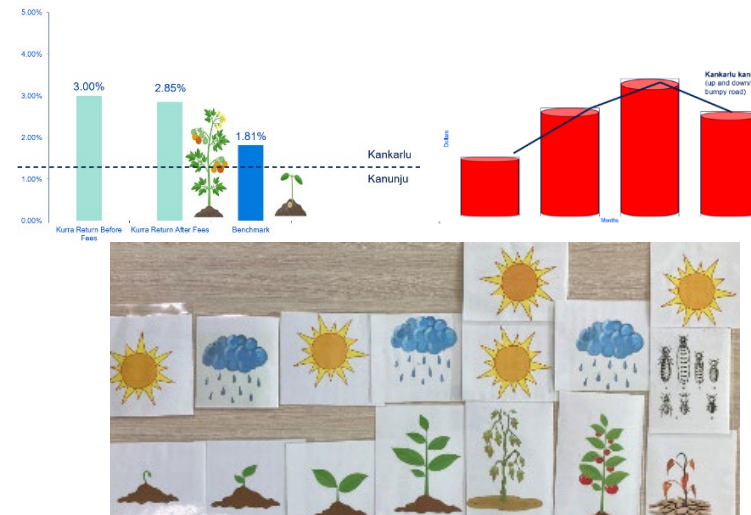
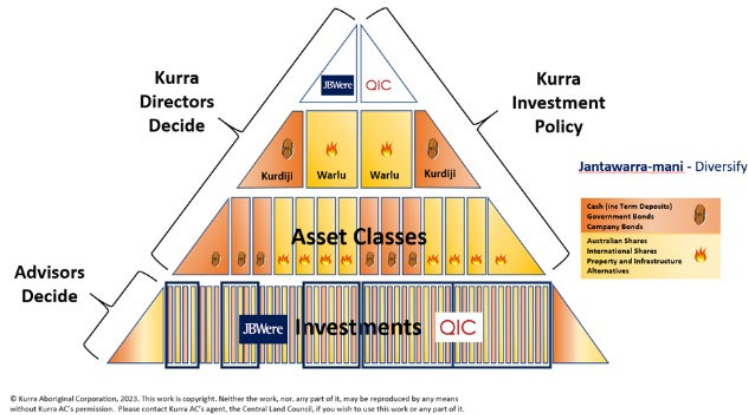
It is good that the advisors are introducing themselves and we are having time to sit and talk together.

Kurra directors, Sept 2022



Strong GGP: key developments in Phase 2

- Co-designed resources & IA reports



Purple money was clear and they [advisors] go slow with us and not rush, rush. This is proper explanation and proper respect.

Kurra director, Sept 2024

Strong GGP: key developments in Phase 2

- Putting Yapa culture & two-way learning at the centre

We had to introduce our cultural values into the GGP because that's where the money comes from our culture, our land.

Valerie Martin, Kurra director, Sept 2024



We are learning both ways; we are learning from them and they are learning from us. At first it was us trying to learn from them, and in the beginning, it was hard for them to understand, and they are learning from us now that we have got this workshop going, so that's good. That's how it should be really, if you want to work together as one.

Kurra director (114), Sept 2024

It was good to teach the advisors the words and skin names in Warlpiri. It is good that they want to learn from us...It's good for Yapa and Kardiya to be working together like this.

Kurra director, Mar 2023

Pronouncing some of the hard English words like subsidiary was hard and Peter was finding it hard to pronounce some of the Warlpiri words.

Kurra director, Mar 2022

Strong GGP: key developments in Phase 2

- Wanakiji (bush tomato) investing story

The plant activity was really good to explain the warlu investments growing – having pictures / activities like this really helps us to learn because we know how plants grow and how the seasons come and go. It's much easier than looking at all the numbers on the screen.

Kurra director, Jun 2023



Bush food is important for us; our ancestors taught us to think about bush foods and how to get them. We know the seasons, good seasons and bad seasons, just like the money story seasons, so this is a good way to learn.

Kurra director (120), Jun 2023



The wanakiji [bush tomato] really helps us to learn. I think of going out in the fruit season, going hunting in the goanna season, and the wanakiji story is an example of how we are being taught Yapa and Kardiya way.

Kurra director (125), Sept 2024

Strong GGP: key developments in Phase 2

- Strategic planning

Reviewing the strategic plan was a good feeling. We feel really proud. It's good to have the language and the paintings in it.

Kurra director, Jun 2024



Strong GGP: key developments in Phase 2

- GGP team (GGP Coordinator, MLCS Corporate trainers, JBWere and QIC investment advisors, evaluator) – relational, collaborative, adaptive, director-centred approach:
 - Strengthened relationships – great trust and support – ability to step in to support when team members are unavailable
 - Effective collaboration – great combination of skills and experience in GGP team
 - Willingness and ability to listen to directors, learn and adapt – director-centred, place-based focus
 - Increasing ability to navigate complexity and uncertainty
 - Strengthened cultural humility

To listen, just listen to the needs of the participants. I think once we started listening it changed the whole direction for the better and the outcomes. I think the evaluation; the built-in evaluation allows that and not being so precious that we think we know everything. Accepting that yes, we might have 20 years' experience working with Aboriginal people but we still don't know everything and just to listen. When you do listen and you make changes then the learning comes, the learning happens.

MLCS Corporate governance trainer (101), Nov 2024

I have learned to sit back, listen.

CLC staff member (105), Nov 2024

Strong GGP: key developments in Phase 2

The whole evaluation process has been a key part of creating respectful relationships. Over time, the directors are seeing that what they're saying about the GGP is recorded, it's fed back to them as a reminder at the start of each workshop, and then they have the opportunity to comment on if they're happy with progress or not at the end of each workshop. That is so powerful. Without that... there wouldn't be that same level of ownership by the Boards in feeling, "This is our program and we are shaping it."... Aboriginal ways of learning [are] set in stone by the evaluation.

CLC staff member (105), Nov 2024

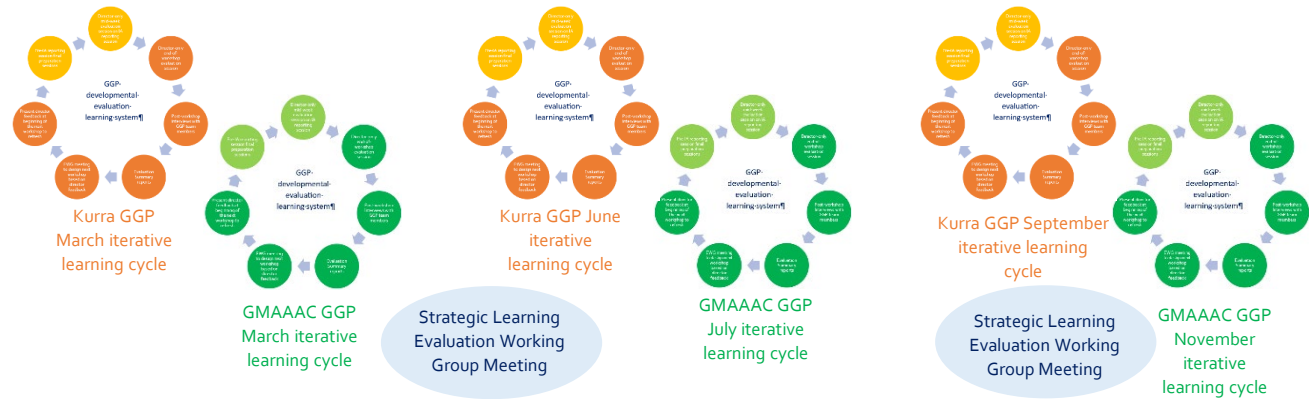
The feedback sessions are great. I think without the feedback sessions, we'd be in a world of pain.

Investment advisor (126), Aug 2024



Strong GGP: key developments in Phase 2

- GGP developmental evaluation learning system



When I first started doing this evaluation with you [evaluator], I thought, “are we back in school?” But in the long run it really hit me, that’s how they do it to learn from it. It works.

Kurra director (147), Sept 2024



Learning informing GGP co-design

Directors' learning

- Role of director & working together as a board
- Director-led learning
- Bigger picture, broader context

We learned that decision-making is a really hard job. This is hard work to make a decision when we're still learning about the system.

Kurra director, Mar 2022

Before the GGP we didn't know what we were there for as a director, it's all coming together now, we understand. It's all about the money, we didn't understand about the money we thought it was all one thing, we know now that the red one [investments] we can't touch it, it's for the future. It's a long journey to really understand, I am still learning.

Kurra director (103), March 2024

I have learned so much that I didn't learn at school or in some of the Batchelor [Institute] workshops I've been to. This Program has helped me a lot with all the pictures and diagrams... and in these workshops we have an opportunity to talk and have our say as Peter is teaching us.

Kurra director (114), Jun 2023

It was great that older directors were teaching and sharing the workload. This is working well to pass on the knowledge. Older directors are teaching the new ones along the way. We're passing the knowledge Yapa way as well as whitefella way now.

Kurra director (114), Mar 2022

Directors' learning

- Money story
- Investments & investing
- Compounding: growing the forest

Money is doing all the work – that's the thing that we don't understand in our culture. It is a Kardiya thing that is hard for us to really understand.

Kurra director (114), Jun 2024

At first, I thought what is percentage and how is it divided and what does it really mean all this Kardiya stuff? In our culture we don't think about those things. But that's what I've learned along the way and it's really good.

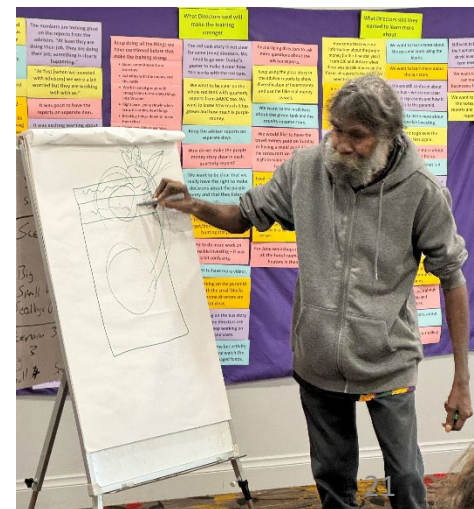
Kurra director (114), Jun 2023

It is really good this training. It opened my eyes... I didn't know anything about it but I am learning to engage with the advisors and have a good talk with them... That money was sitting in term deposits in CLC for a long time and then the advisor came along and this Good Governance training has given us more understanding and teaching us how to get it out to the advisors and spread it all over and get it to work and that's where the purple money [investment income] comes in. I really like what they are teaching us; they have really helped us to understand.

Kurra director (147), Sept 2024

Great to learn about the four seasons of the investment story through the four seasons of the Wanakiji story. Using the bush tomato made it clearer to understand – you can see the fruit growing or falling.

Kurra directors, Sept 2024



Good governance: effectiveness & outcomes

- Strengthened active governance & informed decision-making:
 - Kurra directors' engagement at 2024 AGM
 - Decision-making related to MLCS Corporate review of existing investments

In the past we were a bit shy to talk to CLC really... We couldn't really understand but now CLC and the directors are coming together, which is great.

Kurra director (114), Jun 2023

Kurra directors have become clearly more engaged in their AGM. So, whereas in the past, they would have been [sitting] with their families, now it's almost like there is a pride in it. The male directors will sit here together, female directors will sit over there together and they'll interrupt... they're not passive. If something comes up that they know about, they'll talk about it in language, the money story in particular. They explain things more [fully], they are just more engaged in their corporation's business... There is more ownership from that group of their AGM for sure.

CLC staff member (109), Dec 2024

Good governance: effectiveness & outcomes

- Doing good governance at a strategic level – strategic plans:
 - Kurra directors' increased recognition & clarity about their agency in shaping Kurra's future & influencing the current & future benefits to members
 - Increased understanding of WETT as part of Kurra family

It is our duty to do the work for our people and this makes us stronger together.

Kurra director, Sept 2024

It's about us being a boss and I feel like we are able to talk about what we want, not to support ourselves but to support all our members. We are stronger in our role.

Kurra director (125), Sept 2024



Good governance: effectiveness & outcomes

- Confidence and ability to engage: relationship between directors and CLC is getting stronger

Because of this learning, in years to come we will stand up and know what we're talking about in meetings with CLC.

Kurra director, Jun 2022

We are learning better with the GGP but the question is, are CLC listening to us?

Kurra director (148), Sept 2024

I think... there's an appreciation for what our [CLC's] role is and a greater understanding of what our role is... I think that builds on better relationships. People know what they can expect [and] what they can ask of you.... I think you see it confidence as well, about people really understanding the work involved and what's possible. I feel that there's maybe more of a collaborative approach with Land Council as well.

CLC staff member (113), Dec 2024



Strong money story: effectiveness & outcomes

- Financial governance
 - Sound understanding of financial statements
 - Sound understanding of financial position
 - Increased understanding of Wirntiki Pty Ltd
- Engagement of investment advisors & implementation of investment policy
 - Sound understanding of advisors' role
 - Factors that affect investment performance
 - Kurra's request to review investment goal
 - Kurra's reinvestment of some investment income

At first, we didn't know anything about money or where to start, since we brought [MLCS Corporate] on board we are clearly understanding about money things and that is good. We didn't know anything about investment, no, saving money, no, we just knew about distribution. Through this workshop now we are working with QIC and JBWere, that's how we became a big organisation. It wasn't Kardiya, no it was Yapa making decisions. We need to be strong.

Kurra director (114), Sept 2024

Things that are helping the GGP work well

- Directors' commitment to the GGP
- GGP is guided by Yapa ways of learning
- Ongoing evaluation and commitment to keep making GGP stronger through what we learn
- Relationships, skills, collaboration and flexibility of key stakeholders
- Kurra director meetings happening at the end of GGP workshops
- CLC's ability to deliver directors' information requests and respond to more active governance
- Logistical management and coordination
- Location of the GGP workshops
- Newmont Tanami Operations' performance and projections

Using our skin names, Yapa and Kardiya are working together like family.

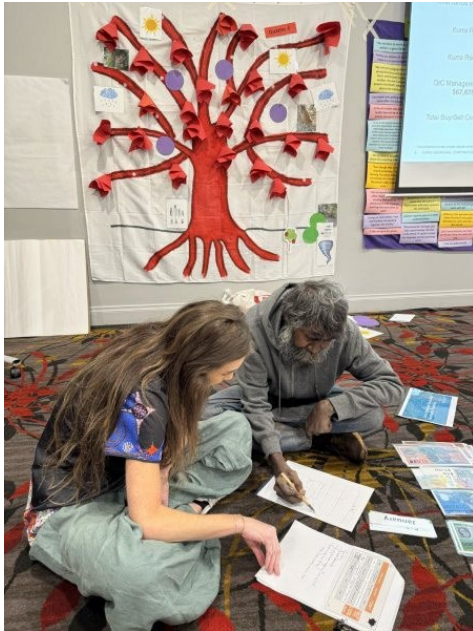
Kurra director (150), Jun 2024

Things that have been challenging

- Some directors' participation in the GGP has been up and down – sorry & sickness
- Kurra's purpose and investment history – some directors and members are used to distributions being Kurra's key role
- Different worldviews, governance systems and lived experiences
- CLC's ability to deliver directors' information requests and respond to more active governance
- Location of the GGP workshops

Strong GGP: summary

❖ Strong two-way working



Working Yapa way and Kardiya way is hard work. We have to keep reminding each other which way we are thinking. We know we have to be patient. When we disagree we apologise. We know how to listen to teach each other – we are learning this through the GGP.

Kurra director (136), Mar 2024

To understand both ways of knowledge; from them teaching us and us teaching our knowledge. That is the best way to get along and move forward. This is working together and communicating. Learning from each other, side by side working together. Not just one way but respecting our values too.

Kurra director (124), Sept 2024

Strong GGP: summary

❖ A culturally safe and effective two-way learning environment has been created



- Directors continue to lead the design of the GGP
- Key developments in Phase 2 have really strengthened the GGP to better meet directors' learning needs
- Yapa ways of working and learning in the GGP are stronger and Yapa culture is now more a part of the GGP
- GGP team has strengthened its relationships and collaboration and investment advisors are now part of the team
- MLCS Corporate trainers have strong governance knowledge and have learned more about how to provide training Yapa way
- CLC has strengthened its systems, support and coordination of the GGP

Directors' learning: summary

❖ Strong learning that is really making a difference

It is us learning from them and them learning from us... It has given us a clear understanding of things we didn't know and what they didn't know about us, about the whole organisation, there were some pieces missing... All that money story we understand clearly now. But first we had to work out how to work side by side. Us working with them and them working with us, working with the money and understanding how they can grow the money for us.

Kurra director (114), Sept 2024



I think it really is a transformative project... It's probably one of the best projects I reckon I've worked on over a period of time. I feel like it is making an impact... So, in that aspect I love the GGP in that I feel it's making a difference. You can see that people are learning... I think it's probably one of the premier governance projects across Australia.

MLCS Corporate governance trainer (101), Nov 2024

Good governance: summary

- ❖ GGP is *the way* to do good governance in our cross-cultural context: a two-way learning model that supports the directors to practice good governance



We need to keep this GGP going because there is so much to learn and it has so much to offer the younger generations... Getting a mix of young and old directors doing this workshop.

Kurra director (114), Jun 2023

I feel that the directors see this as something that must continue for as long as there is a Board. That a Board can't function without this... it's definitely a long-term view, and with huge... benefit to the whole Tanami and all of the organisations that are out there when you think about the number of directors that will go through... 18 GMAAAC, 16 Kurra, that will be exposed to this program and... even if they're not re-elected, they've still got this knowledge and understanding of what governance is to take to other forums, so that's really powerful.

CLC staff member (105), Nov 2024

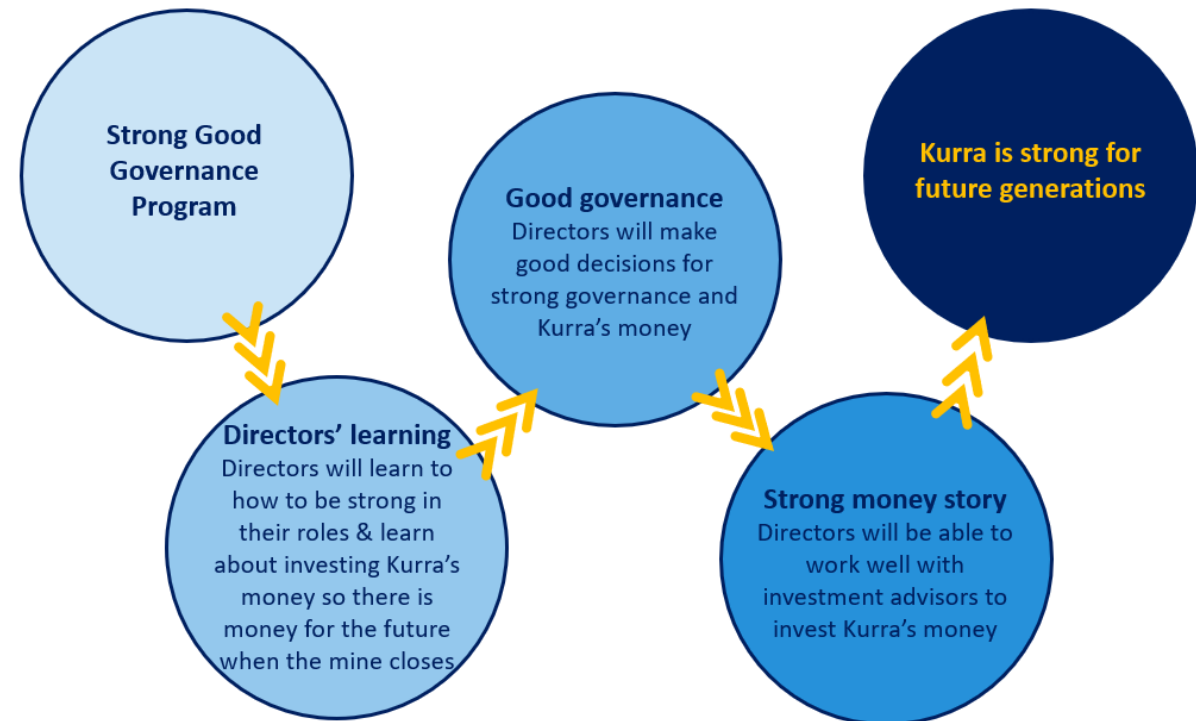
GGP is on track to deliver long-term outcomes

I see that these workshops will lead us and guide us to where we want to be. This is the best chance we have of getting there. But we have to work as one to get there – all of us, directors and CLC staff.

Kurra director (114), Jun 2023

I'm... super impressed at how well the GGP deals with all of these complex issues that directors need to think about, and the process that we've established over the years... how effective it is for the directors... It's a real privilege to work on this program and to be able to support people in this way.

CLC staff member (105), Nov 2024



Things that make the GGP strong

1. Yapa ways of learning guide the training
2. Two-way learning – Yapa and Kardiya
3. GGP includes knowledge from directors, trainers, investment advisors, CLC staff and evaluator to make it strong for Kurra and there is money to support it
4. Evaluation as we go along so we know how to keep making the GGP stronger
5. Good organisation of the travel, accommodation and place for the training
6. Strong relationships over several years

Important things we need to think about in next 3 years

- Deciding what to focus on over the next 3 years in the GGP workshops
- Director participation and supporting younger directors to come on board
- Implementing Kurra Strategic Plan
- Communication with Kurra members
- Future of Wirntiki Pty Ltd
- What financial/investment advice Kurra needs
- Internal policy development (eg risk management)
- How to keep support for the GGP going strong



This is a plain English summary of the 2024 Evaluation Report of the Good Governance Program Phase 2 (2022-2024)

For more information please contact:

Karina Menkhorst
Good Governance Program Coordinator
Central Land Council
aamc.projects@clc.org.au