

Yiriman Women Sustainable Bush Knowledge and Enterprise Project



Petrine McCrohan and Nicholas Hall
July 2017



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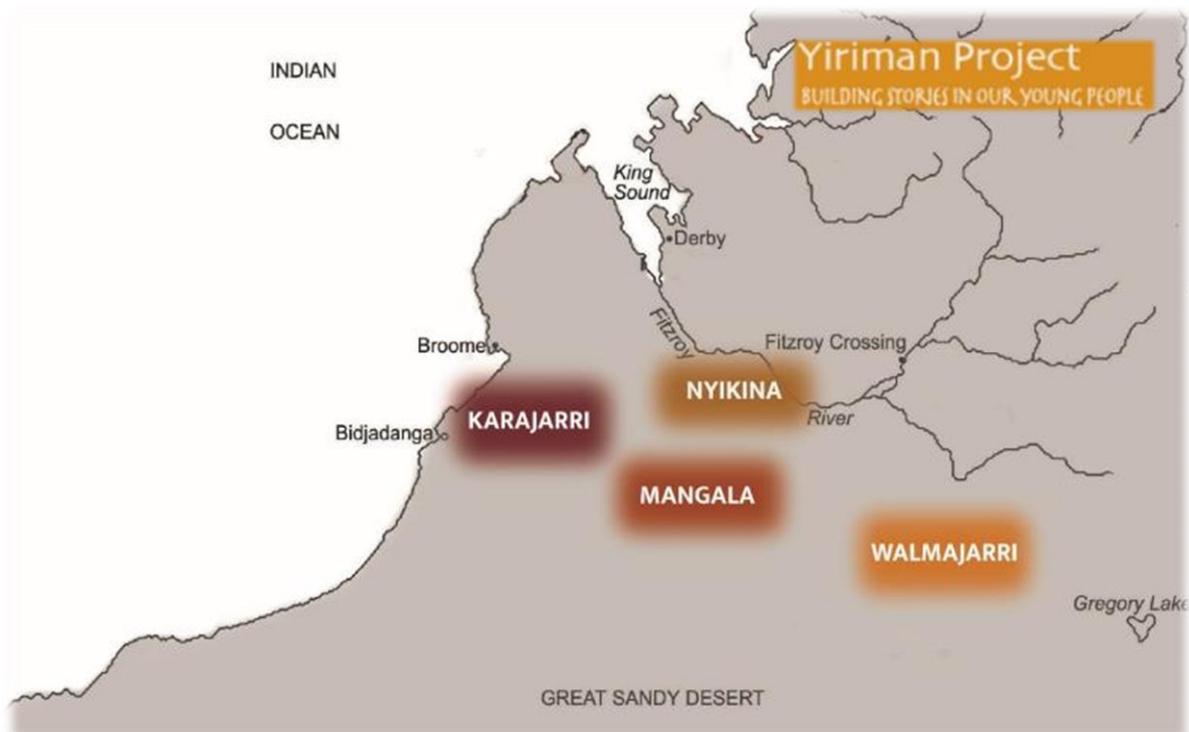
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Project background

The Yiriman Project

The Yiriman Project is a non-incorporated Aboriginal organisation, auspiced by the Kimberley Aboriginal Law and Culture Centre (KALACC). Established in 2000 and initially implemented in Jarlmadangah Burru Aboriginal Community, the program is currently based out of Fitzroy Crossing, Western Australia.

The Yiriman Project is an intergenerational, 'on-Country' cultural program, conceived and developed directly by Elders from four Kimberley language groups- Nyikina, Mangala, Karajarri and Walmajarri - and whose aim is to *'build stories in young people'*.



The four language groups form their own culture block, having similar cultural, geographical, language and kinship ties across a vast region of traditional lands stretching from the coastline south of Broome, inland to the desert areas south and just east of Fitzroy Crossing. These ties lend themselves to the strength and success of the Yiriman Project.

Working west to east, the Karajarri language group are located around the Bidjadanga community (formerly La Grange) and have traditional lands extending from 80-Mile Beach across to Geegully Creek. Here they connect with Nyikina and Mangala people, whose traditional lands extend from here to Derby and on towards Fitzroy Crossing. Home to several small communities around the Fitzroy River from the mouth in King Sound towards Noonkanbah, the project operates particularly in both Jarlmadangah and Looma communities. This group connects with the Walmajarri language group further south-east, past Fitzroy Crossing and encompassing communities of Ngumpan, Wangkatjungka and many small ones in the Great Sandy Desert. The Yiriman Project supports these groups.

Origins of the current project

The Yiriman Project is divided into a strong men's and women's component. Within the suite of activities provided by the Yiriman Women's Project, one of the important long – term projects is the Sustainable Wild Harvest Project. This Project was first conceived and implemented in 2005 and since then the project has evolved and developed into a number of activities (Appendix A). The Yiriman Project Women's Program worked with the Kimberley Land Council and Kimberley Development Commission to support women in communities to practice their bush medicine knowledge and to explore product development. The Yiriman Women's Project sourced more Grant funding from the John T Reid Charitable Trust to continue the Wild Harvest work with community women.

In November 2014, Western Australian Premier Colin Barnett shocked the Aboriginal community with an announcement of a plan to implement widespread closures of remote Aboriginal communities, following the withdrawal of Commonwealth municipal services funding for these communities. This placed the spotlight once again on the viability and sustainability of remote communities. The Kimberley Aboriginal Law and Culture Centre has been aware of these issues for some time and decided to take a proactive stance. In January 2015 KALACC drafted a business case for building culturally based sustainable futures in remote communities through the Yiriman Project. At the heart of this case was to explore the potential of utilising women's bush knowledge and bush harvest to create new economic opportunities for people living in a number of remote communities. KALACC sought funding for further stages of the Bush Harvest Initiative from the Indigenous Land Corporation and this was subsequently granted.

A request for tender for the Yiriman Project – *Women's Sustainable Bush Harvest Enterprise Initiative* was sent out to Stepwise and other consultants on 25 April 2016. Stepwise was notified on the 4 June 2016 that it was successful in its bid to undertake the project.

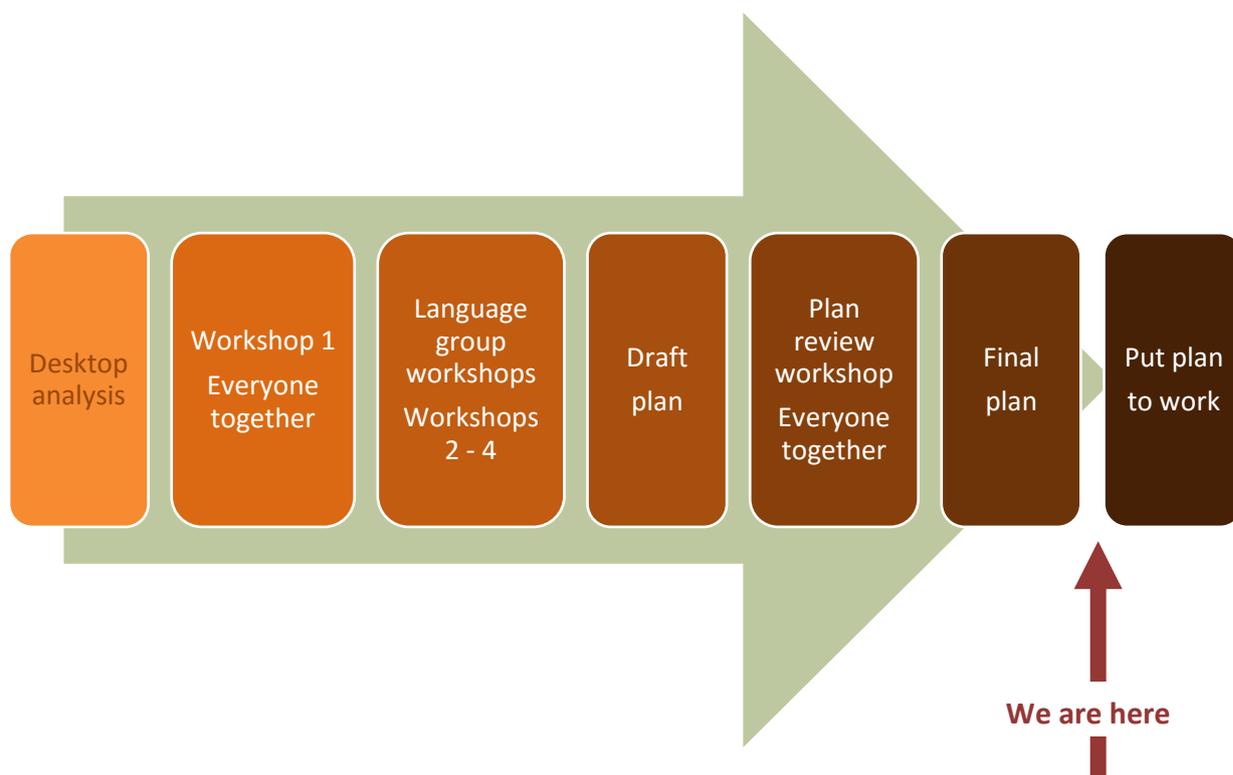
Project components and stages

Work on this project was undertaken between June 2016 and June 2017. Work commenced in June 2016 with investigations into market intelligence as part of the desktop analysis. Consultations were held to better understand the needs of the women and the current status of Yiriman Project activities and support mechanisms. Forward planning was undertaken to schedule and lock in workshop times for each of five planned workshops.

This Project involved a number of important components:

- a desktop analysis of enterprise opportunities associate with Yiriman women’s bush knowledge;
- a participatory planning process involving a series of six workshops with the Yiriman women regarding business opportunities;
- identification of priorities for business development in conjunction with Yiriman women;
- preparation of a business development plan for priority activities; and
- identifying steps for future action to put the business plan to work (an implementation pathway).

An overview of these stages are as follows:



Two previous project reports have been submitted as part of this project. Project report 1 included detail on the desktop analysis and the facilitation and outcomes of Workshops 1 – 4. Project report 2 included detail on the facilitation and outcomes of Workshop 5 and the preparation of the draft Business Development Plan. This report does not intend to repeat the documentation provided previously. It will concentrate on outcomes of the project as a whole and the recommendations flowing from it.

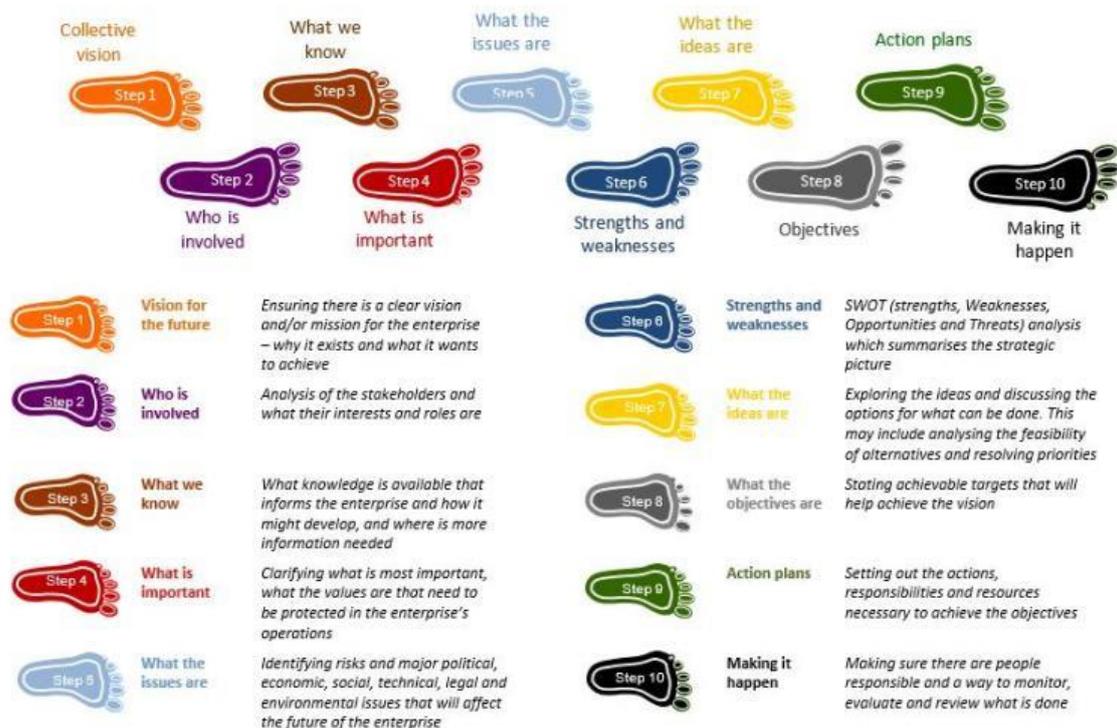
Project method

This project has been designed with a strong participatory planning approach to ensure that the enterprise opportunities identified have a very strong basis in and ownership by the Yiriman women themselves. Stepwise facilitators have played a role to support the women in their preparation of a Business Development Plan, rather than as a group of experts writing the plan for them. Stepwise facilitators introduced their research and experience to Yiriman women in carefully considered ways to enable building of awareness of business issues and to enable more informed decisions to be made as the process progressed.

The core planning method utilised in the project was the participatory planning tool, *Stepping Stones for Enterprise Development* that has been developed specifically in response to need identified by many Indigenous groups for a tool to assist them consider and plan for enterprise development.

Stepping Stones for Enterprise Development

Participatory product development and business planning tool



Stepping Stones was developed by Stepwise Heritage and Tourism associates over a developmental period from 2005 – 2009 with contributing assistance from Tourism NT, the Sustainable Tourism CRC, Indigenous Business Australia and the Australian Government Department of Environment, Water, Heritage and the Arts.

The Stepping Stones have a strong basis in working with Indigenous tourism businesses and enterprises associated with traditional cultural knowledge. It has been used in Aboriginal community settings in most states and territories as well as being used for community economic development and community-based tourism development in a number of countries overseas including Vanuatu, Papua New Guinea, Cambodia, and Myanmar.

Participatory planning activities during the project



Yiriman women enterprise development working group

Participation of the Yiriman women in this project was strong, consistent and included both older women and younger women. This reflects the strong cultural governance that is an impressive hallmark of the Yiriman Project itself.

A total of over 30 women representing each of the four language groups attended either whole or part of the workshops series.

A core group of elders drove the planning initially and made cultural decisions for the enterprise development overall. However, through this process many of the younger women stepped up actively to take responsibility for their own engagement in the project and future initiatives and it was agreed by all that youth perspectives need to continue to be actively built into all aspects of ongoing Yiriman bush knowledge enterprises.



During the project a core group of Yiriman women emerged to make up the core working group for enterprise development. The composition of this group is as follows:

#	Name	Role/Responsibility
1	Elsie Dickens	Walmajarri Elder/cultural advisor
2	Mingey (Rita)	Walmajarri Elder/cultural advisor
3	Wendy Waye	Walmajarri artist
6	Annie Milgin	Niyikina elder/cultural advisor/aboriginal health worker
7	Sylvie Shovellor	Karajarri senior elder/cultural advisor
8	Rosie Munroe	Ngangumarta senior elder
9	Jess Bangu	Karajarri senior cultural advisor for Karajarri Rangers
10	Jean Tighe (Nyawuru)	Walmajarri Elder/cultural advisor
11	Hilda Gray	Nykina senior elder
12	Linda Watson	Mangala senior elder
13	Martina Watson	Administration (JBAC office) and Yiriman participant
14	Clarisha Watson	Jarlmadangah Yiriman participant
15	Jacko Shovellor	Karajarri Ranger
16	Mandy Shovellor	Project worker, Karajarri
17	Bianca Nargoodah	Project worker, Fitzroy Crossing
18	Janelle White	Yiriman Women's Coordinator
19	Jackie Wemyss	Karajarri Women's Ranger Coordinator

Project tasks delivered

The project delivered a range of key outcomes as described below:

Market intelligence desktop analysis

- ▶ The initial stages of the project involved research and desktop analysis of a number of areas including: The context of the Yiriman Project, Indigenous models of enterprise development, government policies and funding initiatives and models of market commercialisation relating to areas of interest to the Yiriman women.
- ▶ The analysis was presented in the form of a report and the material was used to verbally and visually in meetings and workshops to inform the Yiriman women of other case studies of economic development relating to bush harvest and other enterprise opportunities.



Workshop 1 (Working Group)

- ▶ This workshop was held in Broom on 11 – 12 October 2016
- ▶ The workshop was attended by ten women representing each of the four language groups
- ▶ This workshop was structured around the ten Stepping Stones steps and generated a large quantity of information for the draft plan



Workshops 2 – 4: (Language group workshops)

- ▶ Individual language group workshops were held in the communities of Jarlmadangah, Fitzroy Crossing and Bidyadanga
- ▶ A total of 34 women attended these workshops
- ▶ These workshops presented the outcomes from the first workshop and identified specific issues and opportunities within each language group



Stakeholder liaison

- ▶ A wide range of stakeholders were engaged in this project at varying levels, including providing insight into issues, understanding of relationships, exploration of potential partnerships and advice on future options.
- ▶ A number of individuals and organisations were consulted about issues of bush product manufacture and marketing, social enterprise, market validation and business case assessment. Information derived from these consultations was built into the Business Development Plan and general business model development.
- ▶ Planning of a series of focus groups sessions directed at specifically advancing the development of the Yiriman Cultural Health Service. The first of these sessions are to be held in mid-August.

Project workers

- ▶ In parallel with the project additional funds were available to employ Yiriman women in enterprise activities.
- ▶ During the project it became apparent that Yiriman women were best employed on very specific project tasks on a casual basis.
- ▶ This helps develop a stronger pool of women seemed to be a very positive.



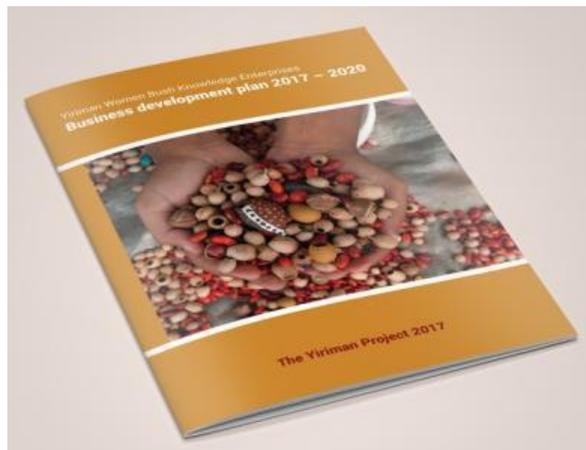
Draft plan review workshop

- ▶ A workshop was held on 15-16 March 2017, at which the key elements of the draft Business Development plan were presented to the women and work was undertaken to fill gaps in the plan.
- ▶ A group of 15 women attending this workshop representing each of the four language groups.



Business Development Plan

- ▶ A Business Development Plan was produced as the key result of this project.



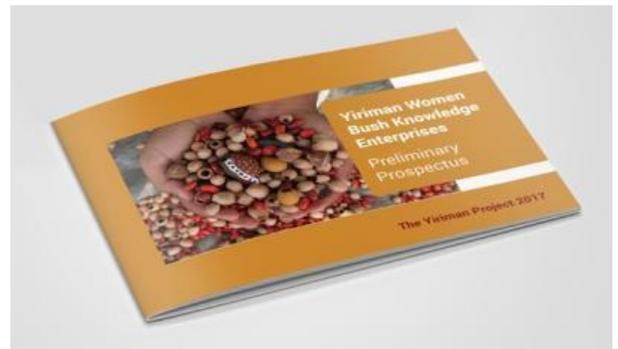
Final report

- ▶ Stepwise produced a Final report (this report) which details key outcomes, observations and recommendations arising from the project.



Preliminary prospectus

- ▶ An additional output from the project produced by Stepwise was the Preliminary Prospectus which works as a summary of the Yiriman Women's key business concept that can be used to engage stakeholders as well as spark interest in potential investors.
- ▶ The Preliminary Prospectus would be replaced by a full prospectus presenting the business case and investor ask once the business validation process that follows this project is complete.



Yiriman Women's Coordinator feedback on Project

At the end of this project, Stepwise sought the feedback from the Yiriman Women's Coordinator on her reflections on the project and her observation of the process. Her responses to a standard set of post workshop and evaluation questions were as follows:

Name:	Janelle White		
Position title:	Women's Coordinator		
Organisation:	Yiriman Project, KALACC		
Phone Number/s:	0439648020	Email	women@yiriman.org.au

1. Please provide some overall comments about the process facilitated by Stepwise and the way it engaged people in the issues of traditional knowledge and business development?

The process was very inclusive and culturally appropriate in terms of the engagement process. The use of visual materials and the stepping-stone process itself were very helpful in gaining maximum participation and appreciation of the overall collaborative development of the plan. The flexibility in delivery - group work, changing activities to suit mood/time of day, etc. was great to keep people interested and involved. The process of the stepping stones meant people were able to become more aware of the range of factors needed to be planned/thought through for traditional knowledge to be commercialized in a conducive way.

2. What did you think about the Stepping Stones footprints as a tool to help people think through issues and ideas in this project?

The footprints were essential to the layout of the plan and everyone's understanding of the overall process and its complexity. People related well to the visual/tactile aspect of speaking to the corresponding step.

3. What do you think about the outcomes of the workshops that were held from your observations?

People felt they were listened to, given opportunity to comment and contribute. They enjoyed hearing their words being read back to them. The women felt proud and motivated after each workshop.

4. How did you think the project matched what Yiriman Women needed at this point in time?

They needed a point of focus for all their individual ideas, and in the process to be allowed an opportunity to share their thoughts and successes to date, to create a future path based on helping support one another/working together to achieve.

5. What comments do you have about what should happen next, what stages should follow this project and how follow-on activity might be coordinated?

I think the role that Petrine is currently playing, as a social enterprise support person, is crucial to the on-going development of this business plan. This support person needs to continue to work in closely with not only the Yiriman women's coordinator, but also the project workers located on the ground in each community, to continually shape the overall steps and aims to the local situation. Petrine has been doing this to date, as well as networking with other individuals and organisations to ensure expert input/guidance where needed. Financial support for this work is needed, so that it may continue.

6. Do you have any other comments about the project and the way it was managed and facilitated by Stepwise, what worked well and what could be improved?

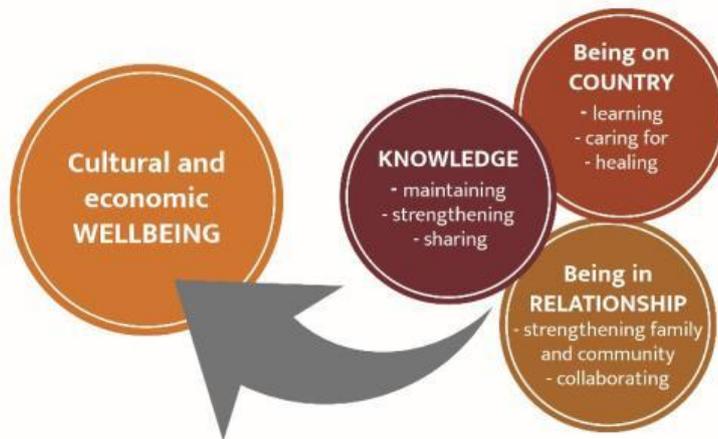
I think overall the process was very effective in its community-based approach. A process of facilitation, based on building good rapport, allowing for people's own ideas and achievements to be recognised, critically assessed, and appropriately supported. Bringing in other ideas and examples helped stimulate people's creative thoughts. The next stage of continuing the activities and ensuring the involvement of the young people will be the challenge.

Key elements of the Yiriman women's business development model

During the project, a number of aspects of business development relating to the Yiriman Women Bush Knowledge Enterprises was discussed, shaped and refined. These were presented visually to assist understanding and communication for Yiriman women, key stakeholders and potential investors:

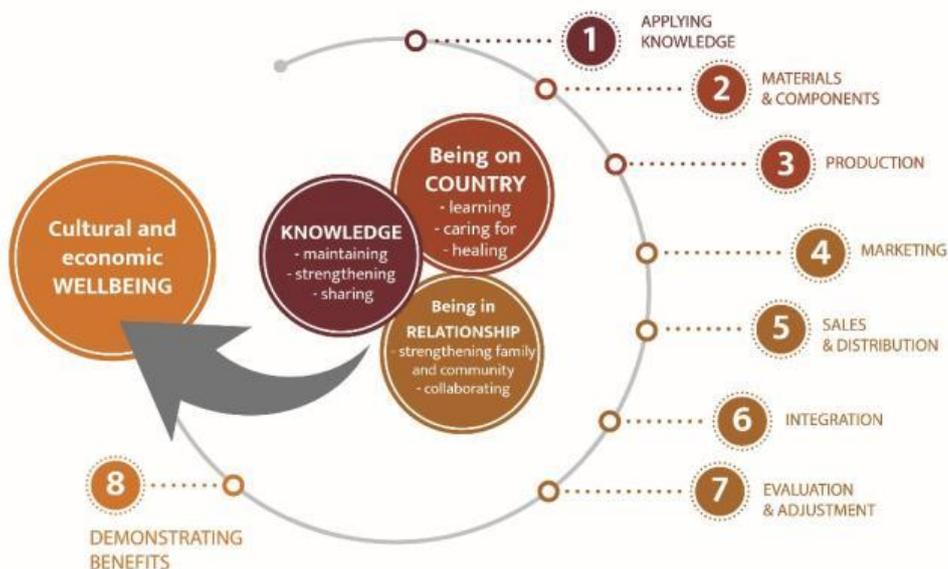
Yiriman Women – bush knowledge underpinnings to social enterprise

The Yiriman approach to social enterprise were represented Knowledge, Being on country and Being in relationship as fundamental components which underpin the combined outcome of cultural and economic wellbeing.



Yiriman Women business development steps

These underpinnings are then reflected in practical ways through eight business development stages that each product to be put into the marketplace needs to go through.



Yirimán Women social enterprise business model

The basic business model is one that relies on the current operating entity of the Kimberley Aboriginal Law and Culture Centre, operating on behalf of the Yirimán Project. The Business Development Plan recognises that over time, other business structures and entities may be needed, but that in the interim, KALACC is the most realistic and efficient way to manage enterprise activity. The important point for other stakeholders and investors is to realise that the initiative for practical purposes a hybrid structure, but one which is designed to maximise the visibility of and motivation for increasing self-generated income.



Yirimán Women enterprises accountability

Accountability in enterprise activities will derive from using the Development Plan, keeping records to verify results and reporting on these results to Yirimán communities and key partners.



Moving forward from here

Yiriman women find themselves in a challenging position. On one hand they risk being consumed and overwhelmed by the many internal community concerns that confront them, including mental and physical health, juvenile justice and imprisonment, social and cultural dislocation. On the other hand there is the desire to look forward to new ways of walking to the future that create safer and stronger individuals and communities. The Yiriman women have great need and desire to face these challenges. The strength of the women is remarkable and their resilience to balance these concerns is ever present. This is why they have embraced this project, as they have embraced the work that has led up to it.

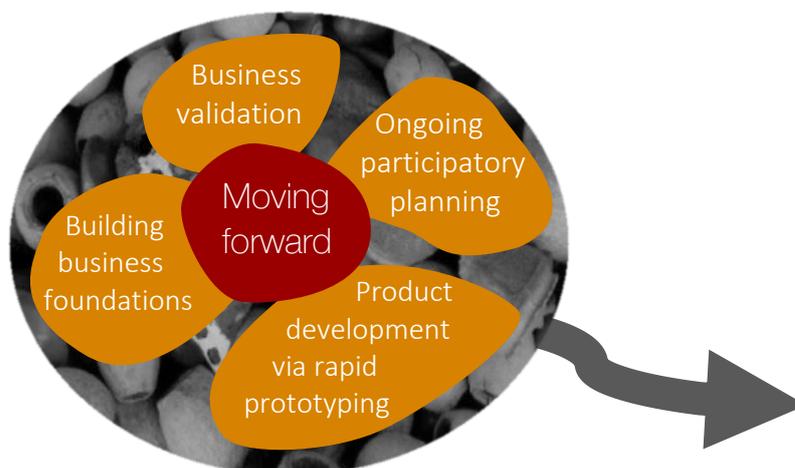
Bringing cultural knowledge to contemporary issues and engaging more robustly in the evolving market economies of the region provides many benefits for Yiriman women and their families and communities:

- It provides a greater social connect to the broader community providing opportunities for support and assistance from others;
- Managing cultural knowledge in a positive and proactive way increases its relevance and increases respect for its value in a contemporary world;
- Mobilising cultural knowledge appropriately for economic outcomes is a strategic choice to harness 'assets of advantage' that Yiriman women and their communities have for the benefit of their communities;
- Greater respect for the value of cultural knowledge from others leads to greater pride and more positive individual and collective identities;
- Attuning cultural knowledge to identified market needs provides specific engagement points for increasing market-based employment otherwise dominated by welfare dependency;
- Activities which involve the intergenerational transfer of cultural knowledge build respect for elders and provide for a key concern of theirs for cultural transmission;
- Fostering creativity around using cultural knowledge specifically engages youth in activities that have a combined cultural and economic benefit;
- Packaging and communicating products based on Yiriman women's knowledge enables investors interested in social enterprise to invest directly in social business to increase their social impact. This diversifies the effort and burden to address social issues.
- Engaging a range of new investors into Indigenous social enterprises brings greater opportunity for creative new solutions to long-standing cultural, social and economic concerns.

The one common observation that is emerging from key investigations into youth suicide and justice in the Kimberley and comparative regions is that maintaining the status quo is not an option and that old approaches are not working. New, innovative and culturally informed options need to be trialed and tested. They need to be commenced without delay, but adapted and reshaped to continually improve outcomes. This process is more akin to a dynamic 'research and development' or R&D process that would be undertaken in Industry, rather than that the typical public funding, based in public policy, bureaucratic accountability and tight timeframes that work against sustained support and the ongoing dynamic processes that are required.

Given the Kimberley regional context and the imperative to consider new approaches, we believe that the Yiriman Women Bush Knowledge Enterprises provide an important regional initiative that demonstrates the application of innovative social practice directed at transformational change.

Four important key concepts have emerged over the course of this project which underpin how we propose the Yiriman Women Business Development Plan moves forward. These are:



Ongoing participatory planning

Participatory planning has created a strong 'ground-up' approach and while expert advice is important, the participatory planning basis of the Yiriman Women's work in creating a high level of ownership needs to be maintained and sustained.

Advice which is essential, needs to be introduced within a participatory framework to ensure that the women retain a high level of ownership and that efforts are directed to build their knowledge and capacity. The participatory planning process so far has identified with some confidence, key enterprise initiatives that are to be taken forward for development. From here, ongoing participatory planning will evolve to include a stronger focus on monitoring, evaluation and review activities to ensure the intent and integrity of the Business Development Plan is maintained and where necessary adapted to reflect new information and ongoing evolution of the ideas.

Building business foundations

Yiriman women need to continue to develop their understanding of and experience in key concepts of enterprise and meet directly with the experience of enterprise and people involved in it. Exposure to business practices and developing emergent forms of culturally-appropriate business practice will be an ongoing process. It is one that will need a customised program of training, industry familiarisation, application and mentoring. In doing this the capacity of human resources can be addressed and built in conjunction with other activities.

Business validation

Each of the identified enterprise priorities need to move into a business validation phase that incorporates detailed business analysis and development including product definition, evaluation of the core propositions, market validations, branding, financial modelling and testing of investor interest. All of this is akin to a traditional 'feasibility study', but it is done in a real-life context based in the complexities of capacity and delivery. Assessments are made in the process of moving from concept to execution. The process provides a much more realistic environment for informed decision-making than a desktop feasibility study.

Product development via rapid prototyping

Results from the ongoing assessments arising from business validation are continually fed back into the enterprise design process to create emergent business products. Rapid prototyping is a concept from manufacturing and design that sees realisation of tangible creations as having an important and significant impact in speeding up the development process.

In social innovation, rapid prototyping also sees development of responses undertaken which moves quickly from proof of concept testing through multiple stages of evolution and real-life testing. Field testing ideas, quick and active evaluation and incorporating adjustments helps ensure solutions are grounded in the "real world". Rapid prototyping serves to increase confidence levels in the emerging products, decrease risk in implementation and help to build support and the conditions for greater and more secure investments.

Each of these concepts should continue to some extent in parallel to ensure that each informs the other. The means to implement these key concepts are addressed in the recommendations that follow.

Facilitators recommendations

Arising from this project, ten recommendations have been identified to ensure that the significant opportunities presented by the enterprise initiatives are able to move forward in a strategic and proactive way. Each of these is explained in more detail following.

Recommendations:

- 1. That the Yiriman Women Bush Knowledge Enterprise Business Development Plan implementation commence with funding being provided for the next stages commencing with a business validation stage focussing on the feasibility and rapid prototyping of the four enterprise priorities identified during this project;**
- 2. Establish a customised business fundamentals program for Yiriman women, directed at exposure to business practices relevant to the enterprise priorities identified;**
- 3. Identify a means of providing ongoing support to enterprise activity in a way which does not compromise the other cultural goals of the Yiriman Project;**
- 4. Establish an information management system to service the needs of the Yiriman Project;**
- 5. Facilitate professional support for the establishment of a Yiriman Cultural Health Service;**
- 6. Assess the capacity for the Yiriman Women to provide highly targeted and defined services for mental health associated with suicide prevention programs and for Juvenile Justice;**
- 7. Establish and support a youth defined and youth-focussed initiative to contribute to the Yiriman Women Bush Knowledge Enterprises initiative;**
- 8. Ongoing support for participatory planning to ensure that the enterprises initiatives retain strong ownership by the Yiriman women;**
- 9. Establish an independent evaluation framework to measure effectiveness and impact of Yiriman activities in relation to established cultural, social and economic outcomes; and**
- 10. Scope the involvement of Yiriman women's participation in an emerging Kimberley Boab Project; and**
- 11. Use the preliminary prospectus prepared as part of this project as a key communication tool to interest and engage key stakeholders and possible investors.**

Recommendation 1: That the next stages of the Yiriman Women Bush Knowledge Enterprises Initiative be funded, commencing with a business validation stage focussing on the feasibility and rapid prototyping of the four enterprise priorities identified during this project.

- The next stage of the business development process for each of the four priority areas is a business validation phase, which would be a practical and operational examination of the business feasibility of each within a process of rapid prototyping to develop a more robust and realistic understanding of a range of business fundamentals and financial considerations at a level of detail not possible in this Project;
- The business validation phase would include market validation, work on product positioning and brand identity, resource needs, costs, cash flow, marketing and sales, production processes, management, staffing, administration needs and necessary business structures;
- The rapid prototyping of the products provides an action-based approach to provide both Yiriman women and enterprise assessors (in dialogue) with a practical means of developing a more informed understanding of viability of each of the enterprise streams. The task of developing business feasibility in a real-life scenario has the benefit of a more meaningful feasibility assessment than that achieved by desktop feasibility studies and it speeds the development of the products themselves; and
- This process will provide the Yiriman women with a more direct exposure to the world of business. It will assess commitment to doing what is required to convert thinking and planning about a good business idea into the world of developing and running a business that is viable.

Recommendation 2: Establish a customised business fundamentals program for Yiriman women directed at exposure to business practices relevant to the enterprise priorities identified.

- Develop a customised program to build awareness of fundamental business concepts and practices that includes components of industry familiarisation, accelerator learning relating to business, communications and leadership;
- Consider using an accelerator program such as Impact Seed's 'Impact Spark' program (<http://www.impactseed.org/impactspark/>) which can be customised to the specific needs of the Yiriman women's business as well as making use of aspects of business support programs designed specifically for Aboriginal contexts such as Morrgul and Many Rivers micro loans;
- Include in the program familiarisation field trips to local and interstate businesses, with relevant business learning opportunities. Exposure to other business for learning, advice and expertise directly from other business owners will assist Yiriman women to develop more realistic understanding of business. Visits to similar ventures in other Aboriginal communities would also be useful but are further down the track;
- Build relationships in the local community to deliver business support components, including the small business centre, a government funded free service aimed at supporting emerging initiatives; and
- Develop a leadership component for a small group of key women both senior and younger, specifically addressing the needs of succession planning as well as effective communications and building facilitation and teaching skills.

Recommendation 3: Identify a means of providing ongoing support to enterprise activity in a way which does not compromise the other cultural goals of the Yiriman Project.

- The most important means of providing ongoing support to enterprise activity is to recognise a continued role for the Yiriman Women Enterprise Development Working Group. The continued focus on this group to guide and shape the project provides a specific human resource through which the project can be supported across the four language groups;
- Support for this group and the Yiriman enterprises will necessarily involve some specialist enterprise development support that will have to be resourced. The Yiriman Women’s coordinator role covers the whole range of cultural aims and objectives of the Yiriman Project and it is unrealistic to expect that all the enterprise support tasks can be undertaken by this role. There is a need for experienced professional support for business development, product development, mentoring, problem solving and building networks for enterprise. This requires a different skill set to the core tasks of the Yiriman Women’s Coordinator;
- It is recommended that funds be identified to employ an ‘Enterprise Support Officer’ for the Yiriman women for a period of the establishment of their enterprises; and
- Funds also need to be identified to continue to support ‘Enterprise Project Workers’ within each of the language group on specific aspects of enterprises and activities. This could be achieved through an identified flexible employment fund associated with the Yiriman Bush Knowledge Enterprise initiative.

Recommendation 4: Establish an information management system to service the needs of the Yiriman Project.

- An information management system should have the capacity of recording all activities undertaken as part of the Yiriman Project to assist in **reporting** to a range of funding sources;
- The information management system should work as an **archive** of project reports, workshop activities, photos and other information that results from funded activities under the Yiriman Project to ensure that this information is not lost and is accessible for future reference; and
- Given the fundamental importance of bush knowledge as both a cultural and economic asset, serious consideration needs to be given to developing a capacity within the information management system to **record cultural knowledge** when desired by Yiriman Project members. There are many examples of systems that are purposefully designed to document cultural knowledge in an appropriate and secure manner. It is imperative that knowledge foundations on which enterprises are built are documented and managed as assets to ensure that appropriate protection and curation of intellectual property is managed in a proactive rather than reactive mode; and
- In the short term, the production of a listing of all key information resources produced by, or associated with Yiriman activities would be of assistance.

Recommendation 5: Facilitate professional support for the establishment of a Yiriman Cultural Health Service.

- The proposal to establish a Yiriman Cultural Health Service based on delivering cultural health services in a complementary manner to other health services and programs in the Kimberley will require considerable professional support;
- The Health Service will require not only cultural authority, but authority and legitimacy in the broader health sector. The Cultural Health Service will require determination to pursue the vision of the women at the same time obtaining practical and strategic advice from individuals with considerable experience and credibility in the health sector; and
- It is proposed to establish a series of guiding workshop sessions with the involvement of key individuals to advise on the establishment of the service. This initial process needs to be funded to enable professional facilitation to identify, bring together and productively utilise individuals and then report on the outcomes. This series of focussed workshop sessions can be considered part of the rapid prototyping process for this enterprise.

Recommendation 6: Assess the capacity for the Yiriman Women to provide highly targeted and defined services for mental health associated with suicide prevention programs and for Juvenile Justice.

- Suicide prevention and juvenile justice are highly significant cultural, social and policy challenges in the Kimberley. The Yiriman women believe they have a role to play in these challenges and are willing to design, build and deliver innovative programs specifically addressing the needs of youth;
- Adequate planning and support is needed for Yiriman to be able to deliver effective programs, including attention to risk management and training to ensure that any programs are delivered in a safe and professional manner.

Recommendation 7: Establish and support a youth defined and youth-focussed initiative to contribute to the Yiriman Women Bush Knowledge Enterprises initiative.

- It is important that each of the Yiriman business development components include strong youth-focussed initiatives that contributed to them. This is essential to the intergenerational transmission fundamentals of the Business Development Plan and the Yiriman Project in general;
- It is also important to ensure that there are components of the initiative which are designed by youth themselves to ensure that there is maximum relevance and self-generated engagement;
- It is proposed that a means be found (through either existing funding or additional funding) for particular young women to be supported to bring together other young women to discuss Yiriman women enterprises and identify ways that they could contribute to the activities or come up with complementary ideas;
- Young women should be encouraged to follow creative and contemporary ideas that merge traditional knowledge of women with new opportunities in industry, design and technology;

- A small youth group or youth focus group could initially be established in Fitzroy Crossing in partnership with the female coordinator for Garnduwa; and
- Results of youth activities undertaken and proposals resulting from them should be brought to future meetings of the Yiriman Women Enterprise Development Working Group.

Recommendation 8: Ongoing support for participatory planning to ensure that the enterprises initiatives retain strong ownership by the Yiriman women.

- It is important that the participatory process that generated a strong engagement and ownership through this project be maintained into the future. Yiriman women should continue to inform, guide and feel in control of the development process;
- The Business Development Plan now stands as an important foundation for the women and a touchstone for all future activity. It should be used as often as possible as a reference point and guide to keep it present and remind everyone of its importance as a foundation.
- It will be particularly important to resource fundamental elements of participatory planning into the future as situations change, new players and opportunities emerge;
- Regular sessions should be scheduled at least twice a year at which the Business Development Plan is the main focus and reports are prepared for the women on progress relating to different elements and updates made to implementation actions;
- Elements of monitoring progress on the Plan, and towards the end of its lifetime in 2020 a more thorough evaluation and review should be planned now as part of the ongoing implementation process; and
- The Yiriman Women Enterprise Development Working Group should be confirmed in an ongoing capacity (with some necessary flexibility in composition) as the focus of ongoing participatory planning activities.

Recommendation 9: Establish an independent evaluation framework to measure effectiveness and impact of Yiriman activities in relation to established cultural, social and economic outcomes.

- An independent evaluation process of the Yiriman Bush Knowledge and Enterprise initiative should be developed, either in concert with the ongoing participatory planning activities;
- Establishing an authoritative and independent monitoring and evaluation framework utilising a third party would represent best practice, underpinning ongoing national leadership in cultural programs by the Yiriman Project;
- A properly resourced evaluation report would be highly beneficial in the long term for not only Yiriman but for other communities and groups wishing to follow suit with enterprise development, emerging out of a participatory planning model. For too long, these kinds of projects have been funded but little investigative evaluation has happened alongside to bring back some fruitful information. This would be valuable for Yiriman and KALACC, funding providers, government departments, investors and other local organisations in the Kimberley;
- Questions that should be addressed in such a process include:
 - What impact has the planning and subsequent activities had at various

- scales eg within families, at community level, regionally and nationally?
 - What difference has it made to the community livelihoods and the ability to bring money into the family?
 - Has the knowledge been transferred to the younger women adequately enough for confidence in business?
 - Have local relationships been strengthened? If so, how?
 - Has the sharing of responsibility for monitoring the plan and actions happened?
 - Have any of the identified issues in Step 5 been mitigated? If so, which ones?
- A postgraduate student or organisation with experience in project monitoring and evaluation in community development contexts should be involved to structure and guide this work and provide the independent evaluation resulting from it. Nulungu Research Unit at Notre Dame University would be an possible local organisation that has worked with KALACC on a range of projects and could be approached to assist.

Recommendation 10: Scope the involvement of Yiriman women’s participation in an emerging Kimberley Boab Project;

- During the latter part of this project, it became apparent that there was another emerging opportunity for Yiriman Women, namely a Kimberley Boab Project focussing on a range of products deriving from the iconic Kimberley tree;
- This initiative is emerging, but was not fully considered by the Yiriman women as more details were not available at the time of the major participatory planning workshops undertaken when business priorities were identified by the women. Boab products were not raised specifically by women in the workshops. This does not mean that this opportunity is not worthy of future consideration and it demonstrates the need for an ongoing enterprise initiative to be flexible in considering new opportunities, but not necessarily to be derailed by them;
- The nature of a Kimberley Boab project crosses over a number of the enterprise priorities that are presented in the Business Development Plan;
- In this case, it is proposed that the Yiriman women’s involvement a future Boab Project be scoped in some detail and where appropriate specific opportunities integrated into the approach set out in the Business Development Plan; and
- An preliminary scoping the Boab Project in relation to the plan’s business development process is presented in Appendix A to this report.

Recommendation 11: Use the preliminary prospectus prepared as part of this project as a key communication tool to interest and engage key stakeholders and possible investors.

- The preliminary prospectus is in effect a summary of the Business Development plan and be used as a useful document to inform and engage key stakeholders in the thinking behind the Yiriman women bush knowledge enterprises;
- The preliminary prospectus will also be useful for engaging potential future investors at an early stage in the ideas of the initiative. It will be useful for distributing at the KALACC Festival in September 2017 where potential future investors will be present;

- Funds should be identified to enable the preliminary prospectus to be printed and available in sufficient quantities to enable it to be distributed widely at key meetings;
- Yiriman women should be mentored in talking to and using the preliminary prospectus when engaging with stakeholders and potential investors;
- The preliminary prospectus can be distributed through social enterprise contacts that the Yiriman Project already has and have been further developed during this project; and
- The prospectus will in the future be revised and turned into a more complete prospectus after progress is made on the details of business validation.

