



BAWINANGA
ABORIGINAL
CORPORATION
MANINGRIDA



ANNUAL REPORT **2018-19**

Chairman's Report: Dion Cooper

This has been a successful year for BAC but it hasn't been without its challenges.

Our previous CEO Karl Dyason left us and after an exhaustive recruiting drive, we appointed Ingrid Stonhill to the position.

Ingrid was Karl's Deputy CEO for 12 months prior to his leaving, and this has proved to be a masterstroke.

Ingrid is a perfectionist and she has worked tirelessly to put the corporation on the path to growth and future success.

Over the last year BAC made its final repayment on the \$3.5 million loan required to recover from its period of administration. This loan, and the 10 per cent interest charged by MPA, meant we had to pay out in excess of \$5.6 million.

The supermarket, under the direction of Outback Stores, has continued to improve dramatically. The selection of goods available has improved markedly and I would like to make special mention and offer thanks to the management team, Brad and Dean, for all their hard work.

Maningrida Arts & Culture Centre has continued to go forward in leaps and bounds and at the Darwin Aboriginal Art Fair, Maningrida Arts and Culture Centre sold a massive \$110,000 dollars of art works in one weekend. This is a huge achievement and not in any small part due to the hard work and dedication of Michelle Culpitt who is non-stop in her endeavours to put Maningrida Arts & Culture on the world stage.

The CDP is an integral part of BAC's finance structure but it is still a work in progress. It must be highlighted that our countrymen's participation is vital to the success of this program. The more people turn up for work, the more money that flows through the community and the better it is for families, local enterprises, BAC and people's self esteem.

The civil works department is going through a transitional stage and because we have been legally bound by some unprofitable past contracts, we have a lot of work to do in this area. However, under the stewardship of Ingrid and her staff we are negotiating with Department of Planning, Infrastructure and Logistics (DIPL) and there does appear to be a light at the end of the tunnel.

The housing department is functioning well and although there is a massive shortage of housing, repairs and maintenance is forging ahead. Last year the team carried out more than \$3 million worth of work

Aboriginal and/or Torres Strait Islander peoples should be aware that this publication may contain images and names of people who have passed away.



Chairman Dion Cooper

and well over \$1.2 million of this has been spent on the homelands under the stewardship of Simon Turner.

The ranger department has undergone a massive change. I have taken control of the Sea Rangers, Victor Rostron has taken charge of the Land Rangers and John Cross has been an enormous help to both of us and we are recruiting for an office manager to handle grants, reporting and fiscal balancing.

I would like to say this makes me very proud of the fact that the Bawinanga Rangers is one of the biggest ranger organisations and one of the very few that has two local Aborigines at its helm.

Clem Bresson continues to drive the wild food enterprises. He recently hosted a trip to Melbourne restaurants with Wayne and Leila. They were welcomed by one of the city's finest restaurants and secured an order of two pallets of Kakadu plums, which equates to \$60,000 in the one order.

I should make special mention of our Corporate Team headed up by Ingrid Stonhill and Hank Arts - the Finance team, Human Resources (Rachel Dobbie), EH&S (Tim Stonhill), Corporate Office Manager (Dianne Cross) - they all help make BAC successful.

In closing I would like to say we are all about working together and supporting each other. Maningrida is our community and if we all stick together, we will make it even better than it is now.



Dion Cooper
Chairman

CEO'S Report: Ingrid Stonhill

Achieving 40 years in business, and being one of the NT's largest community-based, one hundred per cent Aboriginal-owned corporations, is certainly worth celebrating.

In this year's annual report, we share Balanda and Binnji stories from people who were involved in the early years of Bawinanga's journey. I love the old photographs; they speak louder than words and best show what this organisation has achieved.

Our 40th year also seemed like a fitting time to review our business model to make sure we are effective in a changing world. In consultation with our Traditional Owners and Governance Board we have set a strong future strategic direction for our organisation. With Nexia Group's assistance we have closed off on past issues and developed a new financial and business model that provides greater accountability and transparency across our business units.

Change is not easy, but it is vital we equip ourselves for new opportunities. We have seen new business processes and procedures implemented across the whole organisation, including electronic systems for Housing, Homelands and Construction and Workshop divisions and a fleet management system.

We have reviewed our Community Services to ensure we provide our Community Development Program (CDP) participants with meaningful activities. It is paramount that we provide our participants with work and training that grow their personal skills and capacity. We have also invested in new enterprises, striving to provide long-term employment for community members by developing sustainable and achievable small business models. We have also implemented stronger controls around program delivery, engagement and resourcing to ensure continuous improvement.

Our community's health and well-being is a core responsibility so Barlmarrk Supermarket continues to improve with almost one tonne of fresh fruit and vegetables sold each week. It stocks an extensive range of nutritional products that provides choice to our customers, a valued service in a remote location. The Tucker Run remains an essential part of supporting our 32 homelands, ensuring food and household items are available every week of the dry season and fortnightly during the wet.

We are excited by our Housing, Homelands and Construction Division's expansion. The team is now poised to take on further Northern Territory Government contracts to support our community.



CEO Ingrid Stonhill representing BAC at the Telstra Business Awards, wearing an outfit made of Bábbarra designed fabric.

Our Maningrida Arts and Culture Centre has continued to excel and our Bábbarra Women's Centre artists soar to new fashion heights as they travel to Paris, France.

Our Ranger program always makes us proud. Working within an ever-changing environment, they tackle each issue with extraordinary knowledge and project logic, caring for land and sea.

Our Civil Roads team has also faced extraordinary challenges this year. The increase in road trains, lack of access to gravel and delayed contract negotiations has left our main roads in dire states. On the flip side, this has given the team an opportunity to carry out essential works on many Homelands' roads. Both our light and heavy workshops will benefit from the new fleet and asset management systems, freeing up time to tackle more community jobs and contractors' requirements.

The amazing BAC divisional teams are supported in their day-to-day activities by an incredibly dedicated Corporate Services team. The human aspects of our work through Human Resources and Environment, Health and Safety are as crucial as our finance team.

We do not receive royalties, we do not receive mining money, here at BAC our staff work incredibly hard, in challenging remote conditions to build a business to care for country and most importantly its members. None of this would be possible without our staff, so to my team, I say thank you! I would also like to acknowledge our program funders, including the Northern Territory Government and Federal Government programs that support our work.

I hope you enjoy this year's commemorative annual report and join me in celebrating past, present and future endeavours to enable self-determination of our members.

Ingrid Stonhill
Chief Executive Officer

Bawinanga Board of directors

Bawinanga is governed by a board of 12 directors that is elected by corporation members every two years. Ten of the directors are members and two are non-members.

- Dion Cooper (Chairperson)
- Julius Kernan (Deputy Chair)
- Victor Rostron
- Valda Bokmakarray (Secretary)
- Cindy Jinmarabynana
- Phyllis Dungunda
- Janet Marawarr
- Oliver Ankin
- Wayne Kala Kala
- David Jones
- Wally Grimshaw (Non-member Director)
- Caroline Marsh (Non-member Director)



Left to right - Back row: Dion Cooper, Caroline Marsh, Oliver Ankin, Victor Rostron, Wally Grimshaw, David Jones, Julius Kernan. Left to right -Front row Valda Bokmarkarry, Cindy Jinmarabynana, Janet Marawarr, Phyllis Dungunda, Wayne Kala Kala



CELEBRATING BAC'S 40TH YEAR

In 1979 BAC became the final incarnation of grass roots Aboriginal community organisations that germinated in a season of discontent through the early 70s.

Community friction, an influx of Balandas (white people), a sense of powerlessness and a desire to return to their family's country, led community leaders to establish a council to help shape self-sufficient lives on their homelands.

Determination to take back power over their lives strengthened when the Whitlam government spoke of self-determination and passed the Aboriginal Land Rights (NT) Act.

On the wave of this new government sentiment, many of the 80 or so clan group members who had co-existed uneasily in the trading post of Maningrida since 1957, returned to their homelands, where they strengthened their family's country, language and culture.

BAC's mission was to support people's decision to return, if only seasonally, to their homeland, by delivering the infrastructure, health and education services and employment needed to survive in these remote locations.

This 2018-2019 Annual Report celebrates BAC's 40-year anniversary and shares stories from people who played vital roles in its history.

Maningrida – notes on the history of outstations and art and craft operations before the establishment of BAC

Dan Gillespie and Peter Cooke

The establishment of the settlement of Maningrida in 1957 didn't mean that the country was completely emptied of Aboriginal people. A small number of people either stayed on their country or visited it as often as possible. Confronted by the Government's policy of assimilation, many Aboriginal people reluctantly opted to live more or less permanently in Maningrida for access to limited work for money, European goods and health services but the desire to be back on their country and to look after it never left people's hearts.

In 1965 the Maningrida Co-operative Society was established as a way of providing the community with a measure of self-determination and the opportunity to make some money that was independent of Government. Maningrida's Co-op committee members were mostly balandas – two of whom were John Hunter and Gowan Armstrong. Both spent around ten years in the community

John was Maningrida's Superintendent – the senior government officer under the Welfare Branch regime. He had a keen understanding of what motivated Aboriginal people and an interest in people who had chosen to remain on their country. Gowan was the Uniting Church Minister appointed to the community. He had a personal and academic interest in Aboriginal culture and Aboriginal people were very fond of him. He commenced the arts and crafts operation to develop a market outlet for the community's production. He did this pro bono - originally from his home and then from a dirt floor shed. The operation was part of the Co-Op's activities.

The Maningrida Co-Op also ran a community store that provided basic goods. In 1969 Glen and Jean Bagshaw were engaged to run the store operation. Glen was also to play an important role in the development of outstations and the arts and crafts operation.

John Hunter helped community leaders establish the Community Council. The notes of their meetings reveal persistent themes – friction in the community, too many balandas, a sense of powerlessness and the desire to return to country. Some Gunardba people had moved back to Kojjan-jinjidiy to garden in 1967 and were selling produce to the Co-Op the next year. In 1969/70 Jinang and Ganalbingu people were agitating for a return to their country and Jack Wunuwun and family members had begun work on a living place and garden at Gamedi. Mandarrg and his family were camping at Nawalipirr and Nakara people were camping at Navy Landing and fishing and crocodile hunting for cash sales.

The Co-Op was wound up and replaced by Maningrida Progress Association in 1970. The MPA opened the current store and took over the arts and crafts operation. Glen Bagshaw had primary carriage of the MPA's development. In late 1970 Council members talked about getting back onto the country. The news that 200 people had left Yirrkala to live on outstations had not gone unnoticed.

In early 1971 Kuninjku people were preparing to return to Marrkolidban and Mumeka. In the Dry Season came the first news that mining companies were interested in surveying country. Rembaranga people were camping at Botgadi, people were



John Hunter and Blyth River leaders Kopanga 1972



Mandarrg, Birribob Tom Noiduna 1977

camping at Bunbua east of the Blyth River and some people were back at Gadji and Gumukmuk. The arts and crafts operation was supplying barks and weaving to southern outlets and sometimes to gallery exhibitions. Major museums like the WA Art Gallery were making purchases.

In early 1972 the Council President lamented that Aboriginal people were all sitting in Maningrida while only wallabies, goannas and snakes looked after the country; the fish and oysters that people used to eat in their country, they were now buying from the shop and the Government was taking the people's timber.

In June 1972 the Maningrida Police Station opened. At about this time Rembarranga people moved to Guyun permanently with the support of John Hunter and Council. Hunter and volunteer school teachers ran a daily school truck for the children and delivered a water supply.

Council members attended an Arnhem Land leaders' meeting at Galiwinku and reported that people were worried about the influx of non-Indigenous people, mining and the removal of resources like timber. The message was - live on the country or lose it. Non-Indigenous Forestry workers damaged an important site near Maningrida with their equipment.

Betty Meehan and Rhys Jones arrived at Kopanga at this time to carry out long term ethnographic and archaeological research. Their arrival coincided with a gathering of 200 people at the Blyth River for a ceremony finale and many people decided to remain on their country.

People were now also living at Marrkolidban and Mumeka, Juda Point and Nangark. Mandarrg and his family were at the Upper Cadell River crossing and Gunardba people moved in greater numbers to Kojjan-jinjidiy.

Supply arrangements for these communities were opportunistic and transport was a major problem. John Hunter assisted people to the South and west of Maningrida, volunteers shopped for people at the Blyth River to fill orders taken by Betty Meehan and David Mirawana and Cadell Gardens residents took advantage of whatever transport was available. People would send in bark paintings and arts and crafts to be exchanged for shop goods. Council was alarmed by the Legislative Assembly's proposals to ease permit arrangements for Arnhem Land.

In late 1972 the Cadell Gardens were supplying large quantities of watermelon and sweet potato to the MPA store. The MPA had purchased several fishing boats and a larger workboat for a small-scale fishing operation. John Hunter held two large meetings with Blyth River people who committed themselves to living on their country and asked for a school.

Gowan Armstrong and his family left Maningrida and Dan Gillespie took over management of the arts and crafts operation with Peter Banjurljurl. Contact with artisans in the bush was combined with supply trips when possible. The Whitlam Government was elected and the idea of outstations was no longer contrary to Government policy. Maningrida was now administered by the Department of Aboriginal Affairs (DAA).



Betty Meehan and the Gillespie family, Kopanga 1974

In early 1973 people on the Blyth began to form smaller communities on their country such as at Lalagajiripa and Maganbal. David Mirawana began a small school at Kopanga. Council continued to be worried about Forestry damaging sacred places and land rights law began to be discussed. Bush people (particularly Kuningku, Kune and Rembarranga people) were beginning to make things that had been used in the old days such as fish traps, stone spears and children's toys for the A and C store which was sometimes unable to meet market demand for paintings and weaving.

Glen Bagshaw committed to supplying the outstations and the MPA elected a completely Aboriginal committee with outstation representatives. Supply trips became more regular. Outstation communities applied for grants for boats and tractors and trailers as well as building materials. Tommy Yibberal's boat Rula was chartered for outstation supply trips.

Tommy's boat was originally an old fishing boat from Eden in NSW but was substantially rebuilt by the settlement mechanic Ken Trewin on John Hunter's instruction. In those days before airstrips, Rula was a vital means of getting stores and other support to the outstations in the Blyth River and Liverpool River. With Tommy as captain and Moki Marlmarl as first mate the boat was kept in first class order.

A number of fibreglass boats which were funded on the basis that they were just for fishing also served to move people and supplies between Maningrida and outstations. One of these boats was captained by Curly Barrdgadubu and connected folk from Mumeka and Marrkolidjban with Maningrida. The boats came with a large icebox and Curly and others from Marrkolidjban were able to land many full boxes of barramundi speared in Marrkolidjban Creek to the MPA when the season was right.

At the end of 1973 John Hunter left Maningrida. The Maningrida Housing Association was building up its white workforce and Council members were increasingly worried about the number of balandas in the community. Peter Cooke joined MPA as an outstation support worker.

Throughout 1974 bush people were consolidating

their communities even though they remained simple bush camps. The Australian Government determined that it would pay unemployment benefits to Aboriginal people who met the requirements. MPA staff helped bush people to obtain their social security entitlements – many people of pension age had been overlooked by the system. The Maningrida Hospital commenced monthly outstation visits. A school started at Cadell Gardens and the Marrkolidban community received a tractor and trailer for transport.

In June 1974 John Hunter returned to Maningrida to assist with a visit by the Prime Minister Gough Whitlam and several Ministers. The Council told the visitors in a tense meeting that they were concerned with the number of balandas in the community – in the last 5 years the balanda population had grown from 90 to 250 and the Aboriginal population had fallen from around 1100 to about 600 because of the outstations. Council did not want Maningrida to be a white town – it wanted decent services and housing, consultation about mining and fishing and proper support for outstations.

In the next three months with John Hunter's assistance Council took control of Maningrida's affairs and non-Indigenous DAA and Forestry staff were withdrawn. More new outstations were established. Jan Cooke became the first school teacher at Marrkolidban. Over time schools were also doing well at Cadell Gardens with Wallace Blackley and at Mumeka with Judy Connelly. Monica Schwarzkopf became the first balanda teacher at Kupanga.

The arts and crafts operation took delivery of its first 4wd vehicle and Johnny Bulun Bulun was a key staff member. The production and purchasing of arts and crafts on outstations became an important part of a developing a hybrid economy in the bush.

Regular outstation visits to outstations integrated a range of outside support needed by people in the bush. From the beginning, outstation servicing delivery tried to meet a variety of needs – social security cheques were delivered and turned into cash which was then usually immediately spent on



Rula at Manbulakadi



Wet season shop via boat in 1976

food and essential items like knives, fishing lines, bullets. From time to time communities established a "chuck in" to save for things like vehicles.

A significant amount of money was spent on tobacco, mostly Erinmore Flake and Log Cabin. From earliest contact nicotine influenced relationships between white and black, no less in Arnhem Land than elsewhere on the frontier. It is reasonable to suggest that a desire to fund tobacco dependence was a major driver in the surge of art and craft produced in outstations.

Purchase of art and craft at outstations involved cash payments which were usually immediately spent on bush shop purchases. Art and craft produced by men and women at outstations boosted the turnover of Maningrida Arts and Crafts as the 70s progressed.

The outstation support visits attended to minor repairs such as wheel bearings for trailers. Medicines were delivered and communications with the clinic facilitated.

The response of Gough Whitlam's government to the petitions they received at Maningrida in 1974 led to profound changes in policy that had local impacts, not just at Maningrida but across the nation and the beginning of an important period in which self determination was at the heart of government policy.

At Maningrida it led to funding for the local Aboriginal Council with attendant empowerment and capacity to support local priorities like outstation support. Responsibility for the servicing of outstations were transferred from MPA to the Maningrida Council in 1975. In that year David Bond joined the ORC as mechanic and Chris Haynes joined the Council to work with landowners with forestry issues on their country.

Through 1975/78 Maningrida Council's Outstation Resource Centre developed additional capacity to help outstation residents. The ORC had taken over old Forestry buildings opposite the school for its operations including the art and craft gallery which was airconditioned and dust free for the first time. Later the ORC moved to the old Domestic Training Centre which eventually became the home for the Djomi museum.

With a staff of three balandas (Cooke, Gillespie and Bond) and Aboriginal members including Charlie Godjuwa, Steven Karwulku, Roly Madjara, Billy Yirriyin, Tommy Yibberal, George Wiyarka, Solomon Yalbarr and Robert Redford, the ORC was able to now run reliable regular mobile shops, collect, store and market arts and crafts, pick up sick people, help with hospital visits and assist outstations to develop small scale fishing operations. The ORC took over the MPA fishing workboat OH9 as an outstation supply vessel.

An old Forestry workshop became the ORC mechanical workshop. David Bond's skills and the rapidly increasing skills of the local people he trained meant that the ORC could provide mechanical services for the ORC's vehicles and the boats, trucks



1978 David Bond servicing a tractor at Gamedji

and tractors owned by outstation communities.

The MPA built small dry goods shops in a few outstations which the communities operated. The installation of a comprehensive VHF radio network in the major bush communities and in the ORC base and vehicles, meant that work could be coordinated and emergencies handled promptly. It also meant that communities could talk to each other and was a great success.

The ORC now also had the capacity to organise bigger projects like corduroying and filling serious bogs on the main supply roads and helping to finish off airstrips that some communities had cleared and levelled with hand tools. Wet Season aircraft servicing then became possible

In March 1978 the Minister for Aboriginal Affairs, Ian Viner, cancelled the permits of all non-indigenous employees of Maningrida Council and their families to remain in Arnhem Land. The ORC operations were taken over temporarily by two employees of the Department of Aboriginal Affairs.

After a successful court challenge to the evictions, and about a year after their sacking, two of the old outstation balandas David Bond and Peter Cooke returned with their families, while the Gillespies moved on. Jon Altman began his PhD research with the community at Mumeka at about this time.

More than 10 years after the movement back to the bush and provision of support for people on country began, time was approaching for the sun to rise on Bawinanga and a new era.

As part of celebrating BAC's fortieth anniversary its fitting to remember balandas like John Hunter, Gowan Armstrong, Betty Meehan and Glen Bagshaw who supported bush communities so strongly in their early days. The real heroes however are the Aboriginal men and women who were determined to get back onto their country no matter what and to pass on their culture and knowledge to the next generation so that it wasn't lost. They rejected the notion that someone in Darwin or Canberra would decide how and where they should live.

Their courage and determination gave today's generation the opportunity to have real control in managing their country and gaining a livelihood from it if they seize the chance.

Recollections of BAC's progression

Ian Munro

In 1991 the Maningrida community had been in existence for only 32 years. Most adults had been born in the bush, on their country, into a traditional society and economy. The streets of Maningrida were unsealed and there were only 10 telephone lines in the community.

Thirty-two outstations were established but infrastructure was basic. Communication with the outstations and between outstations was by HF radio. Every outstation had their own radio and BAC operated a central radio room. Phone calls could be made over the radio through the flying doctor base, VJY in Darwin. This was known as a radphone call and could be overheard by anyone with a radio. The graffiti that adorned the old radio room from those days can still be seen in the BAC strongroom today. By the mid-nineties the HF network had been replaced by Telstra public telephones.

BAC was known conversationally as the Resource Centre or just Bawinanga. Maningrida Arts and Culture was then officially Maningrida Arts and Craft (MAC) but was commonly called "the craft shop". BAC's other major business was the mechanical workshop. BAC had only five salaried staff members and two staff houses. The vehicle fleet numbered six, most of them unregistered. The BAC office occupied a single room in the old Welfare Branch dining hall and MAC occupied the space that is now the BAC office. The BAC workshop was located in the Council shed at the barge landing.

BAC began delivering the CDEP programme in 1989 and grew rapidly, transforming from a small outstation support organisation into the leading regional development organisation. CDEP was an ATSIC programme at the time and the capital support that came with it enabled BAC to start

acquiring assets that aided further development. Initially these were mainly vehicles, tools and equipment, but later BAC was able to build infrastructure and establish enterprises.

In 1991 ATSIC funded a renovation that enabled both BAC and MAC to be adequately housed. Although the new BAC office seemed vast at the time, within a decade BAC had outgrown it and needed to expand the space yet again. Most CDEP participants lived in the bush, but BAC operations in Maningrida always employed significant numbers of workers. Early work sites included the mudbrick factory, mechanical workshop, women's centre, MAC and the road party. Other community organisations also provided work for CDEP participants.

Housing became a major priority for outstations and a series of government programmes enabled BAC to construct another 85 houses by 2005. Initially these were rapid-build steel shelters but eventually mudbricks took over and the standard of outstation housing became much higher.

Notwithstanding the success of BAC's building programme, overcrowding remained a huge problem and people continued to build their own shelters. BAC always kept a supply of carpenter's saws, hammers and nails which were given out to outstation builders upon request. Jimarda was one of the largest outstations and BAC built a shop there in 1992 and a barge landing in 1994.

Cultural life remained strong throughout this period, with the annual cycle of important ceremonies continuing uninterrupted. The reputation of Maningrida artists was on a sharp upward trajectory and the sale of artwork boosted the local economy. MAC attracted funds to support the preservation



Mudbrick factory supervisor Leo Millikens with Tim Kala Kala



Wally Djorlom

of endangered languages and this resulted in dictionaries and learner's guides for six languages. Japanese anthropologists had formed an enduring relationship with Maningrida and international cultural exchanges became quite common, enabling Aboriginal people to travel overseas for the first time. The top artists eventually were to become seasoned travellers.

1991 marked the beginnings of the ranger programme as BAC secured a Commonwealth grant to employ people on a feral pig eradication project. CDEP subsequently underwrote the total wage cost for the rangers for the next 15 years until the first salaried ranger position was created.

The BAC road party was an early success story. Employing Aboriginal operators, the extensive outstation road network was upgraded and maintained. BAC secured "Black Spot Programme" funding which enabled the straightening of most of the road from Dreaming Lady to the Ramingining airstrip. The road party also maintained the airstrips and built new ones at Gamardi and Mankorlod.

In 1993 BAC acquired a drill rig, enabling construction of water bores on outstations and also undertook some commercial drilling contracts for neighbouring communities

In 1994 BAC bought their first aeroplane, a 1957 Cessna 182. The aircraft already had heritage value, being the Bush Pilots airline's first all metal aeroplane. The aeroplane did good work for outstation people and was used to deliver food in the wet season, to evacuate the sick, to transport people for BAC business and to support our operations in the bush generally.

Also in 1994 BAC established its own building crew. This marked the beginning of a long period of intensive construction during which BAC built some 120 buildings and renovated or converted numerous others. At times BAC was running its own crew as well as a team of contractors and also employing the MPA crew full time.

The following year saw BAC experiment with tourism for the first time. BAC also took over the sale of petrol and avgas from the MPA and invested in bulk diesel storage on the barge landing. The fuel business proved to be the real genesis of BAC's commercial success as it provided us with our first significant non-grant capital.

1995 also marked a significant escalation in land and sea management activity and the name Djelk was adopted. The rangers were at the forefront of newly approved crocodile harvesting activity and were able to take animals for skins. Within two years BAC Djelk had constructed an egg incubator and began selling hatchlings. The first discussions about Indigenous Protected Areas also occurred at this time. The

following year marked the commencement of the Djinkarr Ranger Station.

A major refurbishment of the Djomi Museum commenced in 1996, and BAC also initiated a massive investment in housing, water infrastructure and solar power for outstations. Normal business was overshadowed by Maningrida politics when control of the MPA passed to a new Board and management. Concerned for organisational stability and food security the community became increasingly alarmed at the bare shelves and, led by BAC, the Board and managers were ousted at a Special General Meeting, a new board elected and the old management reinstated.

1996 was also marred by the widespread abuse of kava within the community and the outstations. Kava was to be problematic for many years and impacted BAC significantly, largely through absenteeism, declining productivity and the premature death of key people.

BAC always maintained good relations with both the Maningrida clinic and the newly formed Health Board. In 1997 BAC agreed to an interim arrangement whereby they became the employers of the community doctors. By this time BAC had also taken over the Maningrida Council's CDEP program, swelling the ranks of participants dramatically. The range of activities and services undertaken by CDEP in Maningrida continued to diversify and included some local government services such as garbage collection.

By 1998 BAC was actively exploring more business opportunities including a joint venture harvesting the locally occurring plant *Morinda citrifolia*, which had pharmaceutical potential, and bottling Maningrida water.

In 1999 BAC started a buffalo safari hunting joint venture and undertook the construction of the tourist camp at Djinkarr, later to win a Tracy Tourism Award. BAC won a contract to seal the roads in Maningrida and this was completed soon after Christmas that year. BAC also began building the retail facility later



Tucker Run by air

to become known as "the Fuel Store".

The BAC Bell 47 helicopter was also purchased this year and greatly enhanced BAC's capacity to respond to emergencies, to maintain services throughout the wet season, to support rock art research and the expanding land and sea management operations of the Djelk Rangers.

BAC continued to provide high levels of cooperation with health and education providers, employing three doctors and providing a 4x4 ambulance and aerial evacuation services. BAC also established an outstation reference group to explore better ways of providing education services in the bush.

In 2000 BAC purchased the Tucker Run from MPA and began operating from the shed that was later to become the Barlmarrk Supermarket. From the beginnings of the outstation movement at Maningrida, the Tucker Run was the mobile store service that enabled outstation people to purchase food and basic supplies in the bush without the need to visit Maningrida. Deliveries were made by Toyota Landcruiser, aircraft or boat. Significantly, BAC was unable to attract government funding support for the Tucker Run business and eventually financed the acquisition with the early profits from fuel sales.

This was also the year in which BAC provided balanda staff with cross-cultural training for the first time and produced the first annual report.

Negotiations for a sportfishing business based at Djinkarr also started and BAC was awarded a period contract for road maintenance by the NT Government. The outstation population at this time numbered some 800 and BAC had more than 500 people on CDEP. The idea of targeted collective community savings had been around since John Hunter's time when it was known as "chuck in". For many years BAC had provided a form of voluntary income management known as "bush savings". Essentially BAC provided savings bank facilities for people to contribute individually or collectively to a single account and thereby save for major purchase such as motor vehicles. The scheme later became

known as "truck accounts" and at its peak BAC supported and administered more than 300 of these.

BAC also joined with the MPA to donate surplus or unwanted plant and materials to the recently liberated people of East Timor.

Otherwise BAC and CDEP steadily continued to grow and diversify, supporting dog control, child care, scientific and rock art research, gmelina eradication, a native plant nursery, the sustainable harvest of cycads, operating a bank, breeding and selling freshwater turtles into the aquarium trade, establishing meals on wheels, running an op-shop, providing aged care services, managing the Djomi Museum, operating fencing, mowing and landscaping crews, hosting eftpos facilities, establishing a fabrication workshop, starting a night patrol and continuing to provide training. A new and enlarged facility was built to house the CDEP municipal operations. By 2001 the BAC vehicle fleet had grown to 65.

BAC created a Human Services division in 2002 and this amalgamated the management of aged care, meals on wheels, disability services, substance misuse, child protection, night patrol and nutrition programmes.

The Babbarra Women's Centre continued to run a playgroup, bush trips for food and pandanus collection, op-shop, screen printing, garment making and retail sales of their products. A hairdressing salon was constructed and a cleaning crew established with a view to commercial operation.

The safari business proved unviable and in 2003 the Djinkarr camp was converted to tourism and sportfishing under BAC's name. Ultimately the facility was turned over to a third party and became the Arnhem Land Barramundi Nature Lodge.

For some years BAC managers had been attending meetings to discuss a more collaborative approach to reducing the impact of bushfires and this led to the establishment of the West Arnhem Land Fire Abatement (WALFA) project and eventually became commercialised as ALFA NT Limited, generating and selling carbon credits and thereby providing the largest injection of non-government money into land and sea management in the history of Northern Australia.

Djelk started a separate women's ranger programme, added dedicated Sea Rangers to their operations and the Junior Ranger collaboration with the Maningrida School commenced. Later the Wildlife Centre was added to Djelk responsibilities and was intended to foster research and to develop enterprises based on wildlife.

In 2003 BAC added the wrecking yard, cleaning crew and BAC Training to its portfolio. BAC Training was established to provide training to BAC staff and



crocodile egg collecting

was immediately successful, delivering significant accredited training outcomes in its first year of operation. It continued to be an indispensable arm of BAC and successfully achieved Registered Training Organisation (RTO) status in 2009.

Throughout this time Maningrida Arts and Culture continued to flourish, maintaining sales of bark paintings, carvings and weaving, establishing online sales, running print workshops, staging a contemporary dance production in Darwin and entering a record 12 artists in the 2002 Telstra Art Awards. In 2003 John Mawurndjul won the prestigious Clemenger Contemporary Art Prize, the first Indigenous artist to do so. In 2004 MAC Darwin was opened, providing a mainstream showroom for Maningrida art and adding considerably to MAC's ability to promote the careers of Maningrida's 700 artists. In the same year work began on the Crossing Country exhibition, held at the Art Gallery of New South Wales. This was a major retrospective of Kuninjku art and showcased Maningrida's top artists. MAC lobbied the Commonwealth Government for funding to construct a new art centre and after some eight years this was finally accomplished.

In 2004 BAC opened the Good Food Kitchen which prepared food for the Meals on Wheels Program, provided a community catering service and also operated a healthy food take-away. BAC also acquired an NT crab licence this year with a view to commercial fishing. The road party finally received a dedicated facility in the form of the large workshop,

compound and accommodation in the BAC industrial precinct. A creche was constructed within the grounds of the Women's Center. Eco and cultural tourism activities also escalated.

BAC had always operated CDEP to suit local conditions and in 2005 this brought us into conflict with DEWR, the department that had taken over stewardship of the programme from FAHCSIA. BAC felt that the demands placed on CDEP providers were unreasonable and resisted the changes imposed by DEWR. Despite BAC's obvious success this ultimately led to DEWR seeking an alternative provider for the programme. This was an incredibly stressful time for CDEP participants, their families and for BAC staff. Mustering all available resources BAC fought to retain CDEP and eventually were successful. This event cemented BAC's place as a public advocate for Indigenous policy in Australia. The writing was on the wall for CDEP however and two years later the government announced its intention to discontinue the CDEP programme.

Meanwhile Maningrida had more immediate problems as Category 5 Cyclone Monica smashed into the coast immediately to the west of the Liverpool River on 24 April, 2006. The dawn of ANZAC day revealed massive damage to the landscape and infrastructure but fortunately no injuries. There was no running water, no power, no telephone service, no eftpos facilities and the outstations were all cut off and uncontactable. In an unprecedented act of community cooperation all



Good Food Kitchen



BAC plane delivering food at Gamardi



Cyclone Monica damage. ANZAC day 2006

agencies pooled their resources and the rebuilding began. Very little outside or government assistance was immediately forthcoming and the restoration of functionality largely fell to the community members themselves. Maningrida could really have used the help of the army, which did not materialise. Ironically, two years later the army was theatrically sent into Maningrida to provide security for the health teams as part of the NT Intervention.

This was also a big year for the Djelk Rangers. Indonesian shark fishermen began visiting the Australian coast in significant numbers and by the use of nets or longlines were rapidly depleting shark stocks. With no permission sought or given and no compensation for traditional owners, people became very angry. Despite vast sums of government money spent on Coastwatch, Customs aircraft, patrol boats and the Australian Navy, the shark fishermen seemed to easily outmanoeuvre the authorities. They did this by concealing their timber vessels in dense mangrove-lined tidal creeks where they were invisible to radar and Coastwatch observers. By contrast the Djelk Rangers were in their element and from the BAC aeroplane, helicopter or their boats

were able to routinely locate hidden vessels that eluded more sophisticated defences.

BAC began a media campaign to attract government recognition and support for the Rangers to enable them to make a greater contribution to the effort of stopping illegal foreign fishing vessels. Despite the ranger's unprecedented success it took some 18 months before the government conceded and eventually provided a contract that employed six Sea Rangers.

The Tucker Run had outgrown its original premises by 2005 and BAC attempted to secure business funding to re-house this successful enterprise. Meeting no success it was decided to borrow money from the ANZ bank to finance the redevelopment and expansion. BAC had the profits from its business activities to rapidly repay the loan and the Tucker Run became the Barlmarkk Supermarket. Deliveries of supplies to the bush were transferred to the new Outdoor Supply business.

Outdoor Supply also sold camping equipment, fishing gear, hardware, tools and eventually firearms, with BAC successfully applying for a Firearm Dealer's Permit. Firearms training was provided by BAC Training.

The Little Children are Sacred Report detailing the need to protect Aboriginal children in the NT from sexual abuse and neglect was publicly released in June 2007. Within a week the Commonwealth government announced the Northern Territory Emergency Response, which came to be universally known as "the intervention". BAC was already running child protection services, praised in the Little Children are Sacred Report, but quickly de-funded by the Minister for Indigenous Affairs. Strong public advocacy by BAC rapidly saw this decision reversed.



Maningrida Arts and Crafts shop 1974

The compulsory acquisition of 73 remote communities and the suspension of the permit system were particularly galling for Maningrida traditional owners, and BAC, aided by eminent pro bono legal support, decided to support the Dhukurrnji people in an action in the High Court. As co-plaintiffs BAC sought declarations that certain sections of the Northern Territory Emergency Response Act were invalid. Whilst the decision went against BAC, the High Court found that just terms compensation was required to be paid and this subsequently resulted in payments of more than \$70m to traditional owners of the compulsorily acquired communities. BAC had very publicly taken the lead in criticising the intervention and was becoming a tall poppy.

The weight of the government treasury could have been a game changer for remote NT communities and arguably some sort of "intervention" was long overdue. In the event however there was little positive change but the exercise was characterised by a waste of money on a colossal scale. The intervention had the effect of causing BAC's growth trajectory to flatten. Ultimately the most damaging amongst the intervention measures was the abolition of CDEP. This was done to enable the quarantining of government payments. CDEP had been central to BAC's success and to the relative prosperity and freedom of participants and while the programme was not as successful elsewhere it was uniquely significant for BAC.

By 2007 BAC had 550 people on CDEP, was operating 20 businesses and administering some 50 grants. Non-grant income amounted to 50% of BAC's income. Profits were used to make top-up payments to CDEP participants, to underwrite the establishment of additional enterprises and to finance otherwise unsupported projects. BAC was already providing voluntary income management services to members in the form of online banking, truck accounts, assistance with borrowing money, organising deductions for bill paying, funeral expenses, and support in communication with service providers.

The 2007-2008 financial year was the first in which BAC's turnover exceeded \$30m. Significantly, MAC

turnover was \$2.5m and \$1.6m was returned directly to artists for the purchase of their work. The "craft shop" had come a long way. MAC also initiated the inaugural Darwin Aboriginal Art Fair staged to coincide with the NATSIAA (Telstra Art Awards). This has been an enduring success story.

BAC Tourism took over the refurbished the Djinkarr motel and started to run tours which included accommodation and meals. Birdwatching tours became an additional product.

BAC Transport started in 2007, with a weekly truck service from Darwin. This generated considerable savings in freight over the alternative barge service, but of course was only able to operate in the dry season. The service was used by all BAC departments and included a chiller and freezer capability.

In 2009 BAC again took the lead in defending and attempting to save CDEP. BAC underwrote the establishment of an incorporated CDEP representative body for the NT. However the smear campaign against CDEP had been long and effective and "real jobs" and income quarantining were destined to win out. BAC successfully tendered for the first Job Services Australia contract which commenced at the start of the 2009-2010 year and was also running the Expanded Money Management Service.

The period 1991-2009 was characterised by growth and stability at Maningrida and BAC took a leading role throughout those times.

By mid-2009 BAC had 115 salaried employees, the majority of them local Aboriginal people, had a vehicle fleet exceeding 100, had robust finances and a history of clean audits, was managing and maintaining 103 houses on outstations and more than 40 staff houses or units in Maningrida, had built and was maintaining more than 700 kms of roads, was operating 22 businesses including 2 based in Darwin, was supporting nearly 800 artists, was on the brink of achieving Indigenous Protected Area declaration, was participating in the carbon farming economy, training its own considerable workforce in-house and all departments were maintaining high levels of functionality.

Significantly this was all achieved without losing sight of BAC's founding principles of supporting people in the bush and giving primacy to land, language and culture. BAC support for outstations and outstation people had never waived, but the 18-year period covered here was marked by significant escalation in resources, enabling BAC to diversify and improve the services it delivered. Outstation populations ebbed and flowed and BAC continued to support its members regardless of their location.

The entrepreneurial operation of CDEP and the establishment of commercial enterprises by BAC fundamentally altered the local economy, providing enduring economic and social benefits to both bush and town people.

Some Mumeka-centric reflections: 1979–2019

Jon Altman

I first visited Maningrida in February 1979 to ask for the Maningrida Council's permission to research the local economy. I was a 24-year-old doctoral student recently migrated from New Zealand as an apprentice academic.

The Council's consent fundamentally altered my personal and professional life. At that time Bawinanga didn't exist, there was just a fledgling Outstation Resource Association (ORA) formed by the Department of Aboriginal Affairs (DAA) to replace the previous Outstation Resource Centre (ORC) run as a part of the Maningrida Council.

Initially, I planned to work between Maningrida and outstations to the east and west, but this plan was too ambitious. I ended up working with the Kuninjku community primarily because they were keen to have an anthropologist live with them to tell the story of their life struggles.

Peter Cooke was very close to this community and encouraged the growing collaboration that saw me adopted as John Dalngadalnga's younger brother, with associated Kardbam clan affiliation. With the blessing of Anchor Kulunba, my 'nephew', I lived at Mumeka and surrounding campsites from mid-1979 and through most of 1980.

In 1979 the word 'Bawinanga' was invented. Ian Hughes was working on the ORA constitution and was keen for one term to capture the diversity of all language groups in the ORA's hinterland region.

In consultation with the Aboriginal Board, it was agreed that Ba- would be used to depict the Barada (Burada/Burarra) speakers to the east, -win would represent the Gunwinggu (now Kuninjku/Kunwinjku) to the west and -anga the Rembarranga to the south: so was born Ba-win-anga, incorporated in October 1979 with the Commonwealth Registrar of Aboriginal Corporations in Canberra.



1977, truck trouble on the road to Mumeka and Marrakolidbar



Maningrida Arts and Crafts

In late 1980 Ian Hughes resigned from Bawinanga and was replaced by David Bond who had been working with the Maningrida Progress Association (MPA) as its mechanic, and before that with the Maningrida ORC.

When I was living at Mumeka, Bawinanga's support to the outstations was quite limited, especially in the wet season. The facilities 'out bush' were rudimentary. At Mumeka there were no houses, just bush shelters made from corrugated iron or stringybark, sometimes topped with waterproofing tarpaulins. There was no water reticulation, only fresh water from the running Mann River, and trips to the toilet were visits to the bush, in accord with millennia-old custom.

Most fortnights, Peter Cooke and Charles Godjuwa arrived to collect art and craft and deliver social security cheques and payments for art purchases, often in conjunction with the tucker truck, or boat during the wet, as there was no airstrip at Mumeka.

Communications were always tricky even when the Codan transceiver was working and its battery fully charged. It was not so much whether you got George Ganjibala 'standing by' or George Garrawun who with impeccable radio etiquette was always 'standing back' but whether Bawinanga and MPA staff could coordinate their visits. On several occasions, we were told the boat laden with tucker and, more importantly, tobacco was setting out for the landing at Manbulkardi 10 km away, and we rushed there to sit all day waiting for the arrival that never came.

Bawinanga was a powerful representative of its outstation constituency. It also tried hard to get the Community Development Employment Projects (CDEP) scheme to outstations in 1980, but the DAA blocked its efforts until 1989.

Peter Cooke was very active in promoting the arts and crafts and in April 1980 hosted an Aboriginal Arts Board conference at Maningrida. I was asked to provide a paper from Mumeka explaining the significance of art income to the local economy and the families of artists many now deceased, some like my close friend John Mawurndjul are still practicing 40 years on. At that time the original Djomi Museum was established sponsored by Peter Cooke and Bawinanga, an extraordinarily rich cultural institution that remains as a vital keeping place of regional art, material culture and technology.

Earlier in 1979, I had collaborated with Bawinanga staff to develop a report 'Maningrida outstations: A preliminary economic overview' that built on an earlier document Maningrida Outstation Resource Centre 1976/77 Report compiled by Dan Gillespie, Peter Cooke and David Bond. Both reports were influential for outstations policy-making in Canberra.

Two things happened at Bawinanga that fundamentally changed its scale and identity. First, in 1989, the CDEP scheme was introduced, and during the 1990s under the stewardship of ATSIC, there was a rapid growth in CDEP scheme wages, on-costs and capital support provided to Bawinanga.

Then in 1991, Ian Munro was recruited as Bawinanga's business manager. A combination of these two changes saw Bawinanga transform from a small outstation resource agency to a significant development corporation. It established many profitable enterprises that earned trading income to plough directly, through employment, and indirectly, by providing services, back to its membership.

Since 2012 and the completion of the People on Country project, I have worked less closely with Bawinanga, but have continued collaborations with Maningrida Arts and Culture and the rangers as a director of the Karrkad-Kanjdi Trust. However, I have continued my close relationships with members of the Kuninjku community, always my primary regional focus since those early days at Mumeka.

In 2018, MAC collaborated John Mawurndjul and his extended family and the Museum of Contemporary Art in Sydney and the Art Gallery of South Australia to mount a major retrospective I am the Old and the New: John Mawurndjul. As Bawinanga celebrates its 40th birthday, how fitting that this exhibition is touring the country celebrating forty years of arts practice that it has facilitated.

Bawinanga – an amalgamation of local languages into one word

Wayne Kala Kala – Member, Bawinanga Board of Directors

Wayne's memories of life at Maningrida in the 1970s are vivid. He recalls his father bringing him back to the community from his mother's country in Beswick near Katherine, in 1972 when he was a child.

"That's when I saw the timber mill operating. They were milling trees for timber to build houses.

"In 1974 I remember I was on a school break from Kormilda and I was transferring to the college in Gove so I could be with my mates, and Cyclone Tracy hit Darwin.

"We also had farm back then, at Cadell. People worked there on CDEP and grew bananas, rockmelon, watermelon, tomatoes, cucumber and pineapple. We sold the produce to the MPA store."

When Wayne Kala-Kala finished his schooling, his father gave him two options – go to university or get a job. After years away at boarding school Wayne was keen to stay home.

His first job was at Maningrida Arts and Crafts, operated by the Outstation Resource Centre, which was renamed Bawinanga Aboriginal Corporation in 1979. Under Peter Cooke's management Wayne said the 'arts and crafts shop' was thriving business.

"We sent art to galleries in Sydney and Melbourne. I remember big ocean liners would stop outside Entrance Island and tourists would come to Maningrida in dinghies to buy art, then take it back to their ship," Wayne said.

Wayne also worked for the Department of Social Security, which had been scouting the community for young people to manage "divvying up the cheques". The payments were delivered to outstations on the tucker run. It wasn't an easy job but he enjoyed it.

While Bawinanga was his first employer, he has also been pivotal to the organisation's direction. After marrying and starting a family at Barunga, NT, Wayne returned with his family to Maningrida and was elected to the Board.

He was elected as a director five or six times before taking on the Chairman's role.



Wayne Kala Kala

"It was a heavy responsibility, it was hard to concentrate on family, government, politicians – you had to keep your focus on the corporation.

"When we came out of administration, we had to address our problems step-by-step. It has made me very happy to help build it back up. I think it's really good now."

In the music industry, Wayne is best known as a foundation member, and drummer, of the Sunrize Band, which was the first band signed to Triple-J's record label. They were inducted into the Indigenous Music Hall of Fame in 2012.

Wayne is a current member of the Bawinanga Board of Directors.

Bawinanga's history recalled by Wayne Karla-Karla:

"In 1979 Chairman Jimmy Singleton held its first Outstation Resource Association (ORA) meeting to appoint two new Balanda officers, Ian Hughes (CEO) and Peter Cooke (Arts and Crafts Advisor). Then they had discussions with the Maningrida Progress Association about acquiring a boat to help in tucker run deliveries. Later that year Ian Hugh's suggested a name change from ORA to Bawinanga because of language groups (it made them into one word). Jimmy Singleton was replaced by Charlie Godjuwa as Chairman. In 1980 Ian Hughes resigned in 1981 David Bond accepted the offer for the role of CEO. "



Language map | Map design: Batchelor Institute Press, modified by Alex Torcutti

BUSINESS REPORTING

Housing Homelands and Construction (HHC)

About us

Housing Homelands and Construction maintain over 100 outstation buildings and associated infrastructure on homelands in the region. We also maintain township accommodation that is owned by Bawinanga for contractors and staff. We fulfil Northern Territory government contracts for municipal and essential services, and ensure solar power, diesel generators and water supplies on outstations are serviced and operational.

Report

In the last financial year HHC has focused on preparing for future opportunities. We hired an additional full-time Homelands carpenter and retained 12 to 15 local Indigenous full-time and casual Housing staff.

Major commercial projects included a new house build on Lot 816 completed in January 2019. Also the application to the Aboriginal Benefit Account project funding, which successfully approved \$850,000 increased support for our homelands such as:

- Bolkdjam- new hybrid solar power system:
- JiBena- new back up generator and major upgrade to existing solar power system:
- JiMarda- new back up generator and major upgrade to existing solar power system: \$
- Bulluhkaduru- new back up generator and major upgrade to existing solar power system:

Service delivery included Securing Municipal and Essential Services Special Purpose Grant Program (MESSPG) Program funding for solar power projects at Jibalbal, Ankabadbirri, Kakodbabuldi and Kurrurldul

We also developed delivery plans for each outstation and began consultations with residents to promote transparency and responsibility for the spending of homelands funding.

Our Minor works included:

- Djomi Museum renovation
- constructed a new purpose-built crabbing shed for the fishing crew
- extended and completed the Bawinanga Rangers rear shed, now fully secure with two large motorised roller doors
- constructed a new loading bay slab with roller door and installed a freezer container Barlmarkk Supermarket
- significant maintenance projects which included fire breaks, new dumps, protection of assets, removal of heavy rubbish and dangerous trees, were completed on outstations including Djinkarr, Nangak, Ankabadbirri, Bolkdjam, Bulluhkaduru, Kolorbidadah, Mankortod, Milmilngkan, Kurrurldul, Yikarrakkal, Kakodbabuldi, Mumeka, Barridjowkeng, Kumurrulu, Mandedjkadjang and Markolidjban.



The Housing Homelands and Construction team

Balmarrk Supermarket

About us

Balmarrk Supermarket sell a wide range of fresh fruit, vegetables and groceries, meat and locally caught fish. We also sell clothing, toys, fish hooks, DVDs, and electrical goods such as washing machines, dryers, other household items and small appliances, mobile phones and SIM cards, auto products, basic hardware goods and much more. We offer retail traineeships and support local employment.

Report

Balmarrk Supermarket's goal is to facilitate formal training for its staff and provide secure employment. It also aims to improve the community's health and wellbeing through promoting better nutrition.

Last financial year we:

- reduced the sale of sugary drinks by 7 per cent in comparison to the previous year
- We increased the sale of water by 4 per cent
- We increased the sale of sugar free and diet soft drinks by 3.5 per cent
- We sold 320,051kgs of fresh fruit and vegetables

Our staff also made outstanding training achievements. Five staff members gained seven certificates in Retail Management, including Benny Repu who is currently training as an assistant manager.



Balmarrk Supermarket Tucker Run crew

Civil Works

About us

The Civil Works team maintains roads and airstrips, operate an auto repair and spare parts shop, a heavy vehicle and diesel workshop and the mudbrick factory.

Report

The last financial year has seen an increased focus on implementing Work, Health and Safety processes and compliance following an NT Government audit.

It has also been a challenging year, with a significant road works program ceased while the Northern Land Council section 19 Land Use Agreement process took place, in negotiation with the Northern Territory Government.

However we were able to improve 90 per cent of our homelands roads for safer travel.

The civil team continues to provide essential employment to local Indigenous workers that would not exist without our contracted work. We also provide on-going training to build the capacity and capability for our local workers.



Mud Brick production

Maningrida Arts & Culture

About us

Maningrida Arts & Culture keeps culture first to grow the region's arts industry and drive the Homelands economy through a smart, self determined, contemporary regional arts and culture centre. We work with integrity, excellence and work across more than 32 homelands, 110 clans and 12 languages. Maningrida Arts Centre supporting artists on Homelands through the marketing and promotion of contemporary fine art and craft, sale of artwork and management of artists' careers, coordination of special projects and overseeing copyright and licensing requirements.

Bábarra Womens Centre - supports the meaningful engagement and livelihoods of women in Maningrida and Homelands through key social and business enterprises including the design and production of hand printed fabric designs, sewing, an op shop, a Laundromat and five remote Homelands Women's Centres.

Djómi Museum - a separate museum structure offering guided and self guided tours of the collection which includes rare artefacts, a bark painting collection, canoes, weapons, sculptures, fibre art, musical instruments, dance and ceremonial regalia, prints and photographs.

Cultural Research Office - library and collection of research materials used to provide resources for community members, staff, Maningrida College students, museums, galleries and other institutions, universities, schools and government organisations. The Cultural Research Office creates and acquires new materials in hard copy, digital and other media formats. It also repatriates materials for community access and use.



Making screen prints at the Bábarra Women's Centre

Report

Maningrida Arts & Culture is required to report separately. Download a copy of its annual report from <http://www.bawinanga.com.au>



Community Development Program (CDP)

About us

The Australian Government contracts BAC to deliver its remote employment and community development service, known as the Community Development Programme (CDP), to Maningrida residents. We have over 700 clients and offer Work for the Dole activities for more than 500 people. During the reporting period, clients were required to work up to 25 hours per week. From 1 February 2019 the Australian Government reduced the required working hours to up to 20 hours per week.

Report

We had already exceeded our Regional Employment Target, which is 'a six-month retention rate when placed into work' as we moved into the new financial year.

Our job seekers have trained and been employed in the following enterprises:

Ye Ya Workshop

- training includes how to identify and repair or rebuild from existing broken equipment for small engines.
- job seekers completed training in welding (certificate I in Engineering) in preparation towards to completing the fabrication of flat pack water vessels.

Nursery

- produces locally sourced plants encouraging sustainable market gardens for our homelands
- the BAC commercial enterprise, Maningrida Wild Foods, formed a partnership with Melbourne-based company Outback Chef last year to develop a Kakadu Plum spice mix made in Maningrida. Maningrida Wild Foods is also running trials in growing bush foods at the nursery, starting with Kakadu plums, green plums and red bush apples.

Recycling

- job seekers have the capacity to strip back and recycle abandoned vehicles and other machinery. Parts are sorted and stored with the expectation of selling used parts or cleaning for recycling.

Furniture

- the furniture making crew moved to a location near the airport where they can sell their furniture to the community
- the crew have been producing single and double bed frames painted in the customer's favourite football team colours.
- job Seekers were fortunate to have Gary Hawk from Hawkdesign; a highly skilled and respected furniture maker work with them. Gary demonstrated his contemporary wood working



The Community Development team

skills and instructed the team on techniques involved with milling procedures, using a felled Cooktown Ironwood tree. Job seekers also took part in a photography exercise to showcase the timber to suppliers connected to the musical trades, for the manufacture of musical instruments.

Homelands

- crews removed rubbish, maintained lawns, cleaned yards and carried out general repairs and maintenance on homelands. They have been working with the Maningrida Nursery and the Construction and Fencing crew to maintain existing market gardens or establish new sustainable gardens.

Mowing

- the mowing crew continued to do yard clean ups, as a fee for service operation, and also mowed for people with rheumatic heart disease

Balmarrk Supermarket

- CDP has a MOU with the Balmarrk supermarket to engage job seeker in Retail training and move into paid work at the supermarket.

Money Management

About us

BAC Money Management Service (MMS) has helped 1013 people living in Maningrida and Homelands improve their relationships with their financial institutions, superannuation funds, insurance companies, Department of Human Services and the Australian Taxation Office. The Department of Social Services provides financial support to MMS until 30 June 2020.

The MMS Financial Capability Workers feel proud helping our client's improve their financial literacy competencies. With confidence, our clients are demanding appropriate and relevant service from all government and private agencies.

Report

- Births, Deaths & Marriages NT supplies a free Name Search service that confirms our client's registered birth names and correct dates of birth. MMS encourages our clients to apply for their birth certificates or if required to apply for change of name birth certificates. The certificate proves identification so our clients have access to all necessary service providers.
- Collaborating with DriveSafe Remote NT has resulted in hundreds of clients gaining their NT Driver Licences. Clients progress from their Learner licence to Provisional licence then C Class driver licence without unnecessary delays.
- MMS continues to help our clients create MyGov accounts so they can use the internet to report to Centrelink, complete their tax returns and access their Superannuation accounts using their mobile phones, iPads, tablets and computers. Internet and telephone banking is an essential client service supported by MMS.



Lily Lanyba-Lanyba Pascoe reminding us of Tax date



Deborah and Lily at Money Management

Rangers

About us

The Bawinanga Rangers program maximizes the skills, knowledge and values of customary land management techniques and links these to contemporary land management practice. The Rangers undertake a range of land management programs including weed and feral animal control and fire research and burning programs. Surveillance of the coast for illegal fishing and foreign vessels is a major activity of the sea rangers. An important part of the Ranger program is to foster Indigenous and community involvement in fisheries development and management and the establishment of Indigenous Community Fisheries Officers to carry out marine patrols in the region.

Report

During the last financial year, Rangers undertook:

- Fire abatement activities included early season burning, managing firebreaks and asset protection burns, fire suppression training. Women Rangers held a Combined Fire Camp between Bawinanga, Mimal & ASRAC. They shared techniques and knowledge on early season burnin and participated in a documentary on the Savannah Burning Methodology.
- Feral eradication and wildlife surveys - Ecologist Kelly Dixon from Territory Natural Resource Management spent a week surveying the Djelk and Warddeken IPAs for signs of the Northern Hopping Mouse. Some Rangers assisted with ground and chopper surveying. Regrettably no signs of the mouse were found
- Sea patrols and training with Fisheries - Sea Patrols continued twice per week for most of this period. Fisheries completed some field training with the Sea Rangers teaching them about compliance and interactions with fishermen.
- Delivering Learning on Country advice and support
- Participation in festivals and events by cooking, providing transport and logistical support.



Rangers seasonal fire program

Community Patrol

About us

Maningrida Community Patrol helps to maintain the community's safety and well-being. We resolve problems in the township, help settle disputes and support the local police in dealing with community problems.

Report

Our Community Patrol crew have kept a watchful eye over what is happening after dark. We might be called to respond to incidents such as arguments or disputes and we provide safe means of transport home and to the safe house. Our aim is to stop harm and maintain community peace, security and safety.

We have been providing late night snacks every Tuesday when we also have been educating local young people about the effects of drugs, alcohol and petrol sniffing in the community.

The patroller has a strong relationship with the community that they deal with, and is able to take into account family, tribal or clan affiliations.

The Maningrida Patrol consists of five men and five women from different language groups such as Burarra, Nakara, Ndjebbana. Most of the patrollers speak up to five different languages, which play a vital role living and working in our community.



Cynthia and Patrol team prepare healthy late night snack

Remote School Attendance Strategy

About us

The Remote School Attendance Strategy (RSAS) brings together families, schools, communities and other services to find local solutions to get kids to school.

Report

The RSAS team currently has 11 locals employed. We have two Student Attendance Supervisors and nine Student Attendance Officers.

To achieve this we:

- do school pick ups and drop offs
- work in collaboration with the school to follow up students who are absent
- does Case-Coordination every afternoon. The school has identified students who are disengaged and as a team we meet with the families and help support them in getting their child re-engaged back into school.
- run Pancake Friday at school. This was implemented to help raise student attendance on a Friday as Friday is a day where attendance is low
- help run school holiday programmes.



The RSAS team



Pancake Friday

Maningrida Wild Foods

About us

We are owned and operated by Bawinanga Aboriginal Corporation and acknowledge the support of the National Indigenous Australians Agency. All our wild foods are harvested by our Aboriginal landowners from the lands and waters around Maningrida in West Arnhem Land. We have collected on these lands and waters for tens of thousands of years.

Report

Maningrida Wild Foods has emerged from the last twelve months as a successful entity selling bush foods and seafood to Maningrida and to some of the best restaurants around the country.

The bush foods enterprise kicked many goals this year, with several tonnes of bush foods sold from 10 species of bush foods sold commercially, including 7 that had never been sold in Australia before. Some very famous restaurants have got on board, including Attica in Melbourne and several wholesalers, which has meant that we are finishing the year with almost no stock. We also have the Mardanggich spice mix ready to be commercially launched, one of the very few food products made entirely in Maningrida, using locally harvested Kakadu Plums.

Our seafood activities, supported by the Community Development Programme, are moving forward with crabbing on its way to become a small-scale sustainable enterprise.

We are now catching beautiful mud crabs that are sold every Thursday night in Maningrida, to several restaurants around the country and to wholesalers in Darwin and Melbourne. Three key staff have obtained their Coxswain certificates and are now operating the boat safely..

Our fishing crew has been granted a fishing vessel by the Indigenous Land and Sea Corporation, which means the crew are now able to catch higher value fish, that are filleted in Maningrida. They are still holding market nights every Thursday and have been selling fish to Darwin and beyond as well.



The Maningrida Wild Foods team at the Kakadu Plum Spice Mix launch in Darwin



Leila Nimbadja



Wild foods harvested



Harvesting green ants



SBS filming with MWF



Maningrida Wild Foods - fishing team



BAWINANGA ABORIGINAL CORPORATION

ABN: 58 572 395 053

FINANCIAL REPORT

30 June 2019

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BAWINANGA ABORIGINAL CORPORATION
ABN: 58 572 395 053
DIRECTORS' REPORT

During the financial year, 11 meetings of directors were held. Attendances by each director were as follows:

	Directors' Meetings	
	Number eligible to attend	Number attended
Oliver Ankin	11	11
Valda Bokmakarray	11	9
Wesley Champion	7	7
Dion Cooper	11	9
Phyllis Dundunga	11	11
Walter Raymond Grimshaw	11	10
Cindy Jinmarbynama	11	8
David Jones	11	8
Wayne Kalakala	4	4
Julius Kernan	6	10
Janet Marawarr	4	2
Caroline Salisbury Marsh	6	5
Victor Rostron	11	7
Graham Paterson	4	3
Margaret Garinyida	7	5

Auditor's Independence Declaration

The lead auditor's independence declaration for the year ended 30 June 2019 has been received and can be found on page 3 of the financial report.

This directors' report is signed in accordance with a resolution of the Board of Directors.

Director  _____
Dion Cooper

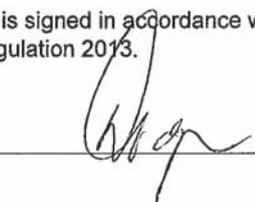
Dated this 11th day of October 2019

BAWINANGA ABORIGINAL CORPORATION
ABN: 58 572 395 053
DIRECTORS' DECLARATION

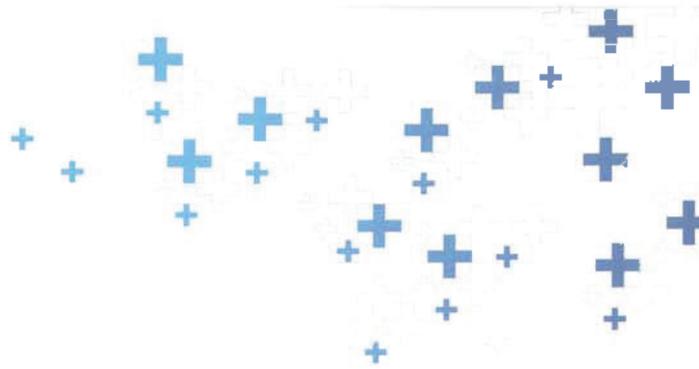
In accordance with a resolution of the directors of Bawinanga Aboriginal Corporation, the directors of the entity declare that:

1. The financial statements and notes, as set out on pages 4 to 23, are in accordance with the Australian Charities and Not-for-profits Commission Act 2012 and:
 - (a) comply with Australian Accounting Standards - Reduced Disclosure Requirements; and
 - (b) give a true and fair view of the financial position of the registered entity as at 30 June 2019 and of its performance for the year ended on that date.
2. There are reasonable grounds to believe that the registered entity will be able to pay its debts as and when they become due and payable.

This declaration is signed in accordance with subs 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2013.

Director  _____
Dion Cooper

Dated this 11th day of October 2019



**AUDITOR'S INDEPENDENCE DECLARATION
TO THE DIRECTORS OF BAWINANGA ABORIGINAL CORPORATION**

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2019 there have been:

- (i) no contraventions of the auditor independence requirements as set out in the Corporations (Aboriginal and Torres Strait Islander) Act 2006 and the Australian Charities and Not-for-profits Commission Act 2012 in relation to the audit: and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

LBW Chartered Accountants

Sripathy Sarma
Principal

Dated this 11th day of October 2019



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Professional Standards
Legislation.

BAWINANGA ABORIGINAL CORPORATION

ABN: 58 572 395 053

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED
30 JUNE 2019**

	Note	2019	2018
		\$	\$
Revenue	2	8,361,699	8,634,192
Other income	2	11,130,101	12,697,470
Employee benefits expense	3	(9,926,720)	(10,107,014)
Depreciation and amortisation expense	3	(888,960)	(778,963)
Interest expense	3	(65,161)	(175,440)
Motor vehicle expenses		(220,601)	(163,141)
Utilities expense		(435,792)	(390,746)
Staff training and development expenses		(298,499)	(264,346)
Audit, legal and consultancy fees		(1,089,714)	(513,439)
Materials and contractors		(2,683,835)	(4,318,649)
Other expenses		(3,499,386)	(3,013,821)
Current year surplus before income tax		<u>383,132</u>	<u>1,606,103</u>
Income tax expense		-	-
Net current year surplus		<u><u>383,132</u></u>	<u><u>1,606,103</u></u>
Other comprehensive income			
Total other comprehensive (losses)/income for the year		-	-
Total comprehensive income for the year		<u><u>383,132</u></u>	<u><u>1,606,103</u></u>
Surplus attributable to members of the entity		<u>383,132</u>	<u>1,606,103</u>
Total comprehensive income attributable to members of the entity		<u><u>383,132</u></u>	<u><u>1,606,103</u></u>

The accompanying notes form part of these financial statements.

BAWINANGA ABORIGINAL CORPORATION
ABN: 58 572 395 053
STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2019

	Note	2019 \$	2018 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	4	9,073,149	8,953,884
Trade and other receivables	5	1,326,033	450,050
Inventories	6	1,432,551	1,794,367
Other current assets	7	73,132	695,278
TOTAL CURRENT ASSETS		<u>11,904,865</u>	<u>11,893,579</u>
NON-CURRENT ASSETS			
Financial assets	8	2	2
Property, plant and equipment	9	5,884,941	5,688,700
TOTAL NON-CURRENT ASSETS		<u>5,884,943</u>	<u>5,688,702</u>
TOTAL ASSETS		<u>17,789,808</u>	<u>17,582,281</u>
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	10	2,356,300	2,189,992
Grants received in advance		3,386,667	1,856,725
Borrowings	11	24,588	1,549,176
Employee provisions	12	472,978	509,666
TOTAL CURRENT LIABILITIES		<u>6,240,533</u>	<u>6,105,559</u>
NON-CURRENT LIABILITIES			
Trade and other payables	10	-	275,124
Borrowings	11	-	24,588
Employee provisions	12	343,065	353,932
TOTAL NON-CURRENT LIABILITIES		<u>343,065</u>	<u>653,644</u>
TOTAL LIABILITIES		<u>6,583,598</u>	<u>6,759,203</u>
NET ASSETS		<u>11,206,210</u>	<u>10,823,078</u>
EQUITY			
Retained surplus		11,206,210	10,823,078
TOTAL EQUITY		<u>11,206,210</u>	<u>10,823,078</u>

The accompanying notes form part of these financial statements.

BAWINANGA ABORIGINAL CORPORATION
ABN: 58 572 395 053
STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2019

	Note	Retained Surplus \$	Total \$
Balance at 1 July 2017		9,216,975	9,216,975
Comprehensive Income			
Surplus for the year attributable to owners of the entity		1,606,103	1,606,103
Other comprehensive income for the year			
Total other comprehensive income		-	-
Total comprehensive income for the year		1,606,103	1,606,103
Balance at 30 June 2018		10,823,078	10,823,078
Balance at 1 July 2018		10,823,078	10,823,078
Comprehensive Income			
Surplus for the year attributable to owners of the entity		383,132	383,132
Other comprehensive income for the year			
Total other comprehensive income		-	-
Total comprehensive income for the year		383,132	383,132
Balance at 30 June 2019		11,206,210	11,206,210

The accompanying notes form part of these financial statements.

BAWINANGA ABORIGINAL CORPORATION
ABN: 58 572 395 053
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2019

	Note	2019 \$	2018 \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers, government and other		26,491,820	28,029,691
Payments to suppliers and employees		(23,891,910)	(23,794,118)
Interest received		123,616	122,439
Net cash generated from operating activities	17	2,723,526	4,358,012
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of property, plant and equipment		30,116	159,882
Payment for property, plant and equipment		(1,085,201)	(1,515,264)
Net cash used in investing activities		(1,055,085)	(1,355,382)
CASH FLOWS FROM FINANCING ACTIVITIES			
Loan repayments		(1,549,176)	(1,049,176)
Net cash used in financing activities		(1,549,176)	(1,049,176)
Net increase in cash held		119,265	1,953,454
Cash on hand at beginning of the financial year		8,953,884	7,000,430
Cash on hand at end of the financial year	4	9,073,149	8,953,884

The accompanying notes form part of these financial statements.



BAWINANGA
ABORIGINAL
CORPORATION
MANINGRIDA



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