

# CENTRAL LAND COUNCIL COMMUNITY DEVELOPMENT PROGRAM



Dr Danielle Campbell and Alex Gyles  
Institute for Human Security and Social Change, La Trobe University

Monitoring Report  
July 2019 – June 2020

*Published by the Central Land Council  
27 Stuart Hwy, Alice Springs, Northern Territory, 0870, June 2021.*

*Also published on <http://www.clc.org.au>  
Copyright Central Land Council 2021.*

*This publication is copyright. No part may be reproduced by any process except in accordance with the provisions of the Copyright Act 1968.*

*For more information contact the Central Land Council on (08) 8951 6211 or email [media@clc.org.au](mailto:media@clc.org.au)*

*Photographic credits*

*Cover Photo: Tjilarra Men's Movement, Kintore. Photograph courtesy of CASSE*

## Key Messages



### ABORIGINAL MONEY GOVERNED BY ABORIGINAL PEOPLE FOR COLLECTIVE BENEFIT



**80+**  
ABORIGINAL  
GOVERNANCE  
GROUPS



**270**  
COMMUNITY  
ENGAGEMENTS







**\$16.6**  
MILLION  
APPROVED FOR  
PROJECTS



**153**  
NEW COMMUNITY  
BENEFIT PROJECTS  
FUNDED



### SUCCESS FACTORS

-  Strong Aboriginal leaders
-  Collective and informed decision making
-  Respectful two-way relationships between Aboriginal participants and CD staff.
-  Enabling role of experienced CD officers

### PROGRAM RESULTS



CLC was contracted by the NT Government to oversee Warlpiri community consultations to inform a Local Decision Making strategy for the four Warlpiri schools



The Ltyente Apurte football oval lights and basketball court upgrade was completed, improving access to sport for the Santa Teresa community



470 Aboriginal people employed across the program, totalling 32,107 hours collectively.



3,448 hours of non-accredited and 1,037 hours of accredited training delivered.



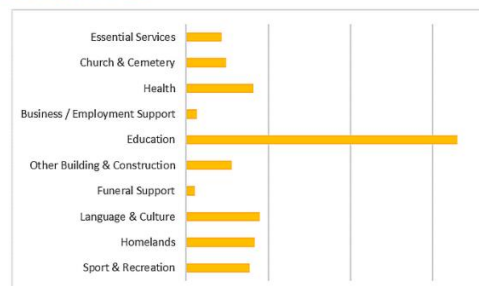
78 secondary boarding school students supported.



\$6.6M of approved projects were designed to achieve Aboriginal educational outcomes.

This artwork is from a 2013 painting by Barbara Napanangka Martin, Nancy Napurrurla Oldfield and Maisie Napaljarri Kitson. It depicts the journey of how WETT started and how it grew over the years.

#### PROJECT TYPES:



#### COMMUNITY DEVELOPMENT GOALS BACKGROUND PROGRAM INFORMATION

- Maintain Aboriginal identity and culture
- Strengthen capacity to participate in mainstream Australia

#### OBJECTIVES

- Aboriginal engagement, ownership and control
- Outcomes valued by Aboriginal people
- Building CD approach evidence base
- Sharing lessons learned





# Feedback from Aboriginal program participants

*"The working group is giving more power to Aboriginal people to be in control of their lives." (Younger woman - South West)*



*The CD projects are good because we plan and it happens, like the lights on the footy oval. If it wasn't for the working group, we'd be still working out who to turn to, where to get the money." (Younger woman - East)*

*"I think they are still sorting out who is missing out on projects. Some ngurraritja [traditional owners] they say, "we are still missing out on my place". We are trying to share the money and projects around." (Senior Woman – South West)*

*"I've been on the working group since 2006. We had great support for the oval and the pool. The CLC CD area are very good at the way they present information and use visual diagrams. It's good to be able to visually see the money story—what's been spent and what's left." (Senior woman – South West)*

*"It's a two-way thing, we are all learning together to understand what is needed and how to do it; to reach a goal to see how projects work out and what the next project might be. We are working together, sharing understanding on both sides." (Younger man – East)*



*"Sometimes it's hard for people to understand what kardiya [whitefellas] are saying as they use hard words. It needs to be translated in language – Anmatyerr, but it's not just the words. It's the ideas behind them have to be explained as they are different from what we have in our culture." (Younger woman – East)*

*"When I started on the working group my uncle used to ask me to come and just sit down and listen to learn what it was all about. I think that's a good idea, to get older people to encourage younger people to come and sit and listen, and find out and learn what it's about." (Younger man - South West)*



*"It would be good to have a workshop with leaders and working group members and bring in young ones. Those leaders can use their experiences, talking about how they got to where they are now, how they faced the challenges." (Younger woman - East)*



*"We need more governance training to help people understand CD. Some of us do this already in workshops but CLC could do more so that people get better understanding." (Senior man – South West)*



*"The government could learn from the way we work. We are living here; we know the life, day and night. The government shouldn't tell us to do this and that. They should come and listen and sit down with us; come with blank paper and write it down what we want." (Senior man, South West)*

## Executive Summary

The Central Land Council's (CLC) Community Development (CD) program aims to deliver projects that benefit Aboriginal communities using Aboriginal income from land-use agreements and working through Aboriginal governance mechanisms. The program's overall intent is to partner with Aboriginal people in processes that enable them to maintain Aboriginal identity, language, culture and connection to country, plus strengthen their capacity to participate in mainstream Australia and in the modern economy through improving health, education and employment outcomes.

This report provides an assessment of the CD program for 2019/20, including what it has achieved, who has benefitted and who has missed out, what factors have contributed to success, and how the program can be further strengthened. Although it is based on data collected from a range of sources, in keeping with the overall intent of the CD program, the report emphasises the perspectives of Aboriginal people with extensive knowledge of and experience in the program. 24 Aboriginal key informant interviews were analysed together with project reports, CD staff reflections and quantitative project data. This draft analysis was presented to the CD Unit for sense making and further analysis. This report presents the authors' final analysis, key findings and conclusions.

### *What has the program achieved?*

The CD Program continued to deliver **many highly valued benefits to Aboriginal people across Central Australia** ranging from community sport and recreation projects targeting young people, to culture, health, education, funeral and homeland projects. These projects are making it easier for Aboriginal people to live in remote communities and outstations. The process through which these projects are planned, funded and delivered is increasing Aboriginal people's **control, skills and confidence** in planning and decision making.

Despite the global COVID-19 pandemic and travel restrictions limiting work in the first half of 2020, the CD Program continued to achieve similar progress to previous years in this period, supporting Aboriginal groups to plan and fund **153 new projects worth a combined total of \$16.6 million** in 2019/20. Aboriginal people interviewed believe that **most people within their groups and communities are benefitting from the program**, except in the case of homeland projects because inadequate income means some family homelands receive no project funding. Aboriginal people want the CLC to do more to engage younger people in CD planning and increase the focus on projects that address the many needs of children and youth.

**470 Aboriginal people were employed** to work a combined total of 32,107 hours across the region on CD-funded initiatives. Providing employment for young people is a high priority for most Aboriginal participants and this is a significant outcome in the remote Central Australian context where Aboriginal job opportunities are limited. Aboriginal groups are also increasingly funding education, with **40% of projects funded having an education objective** and **78 secondary students supported to attend boarding school** this period.

### *Key Achievements*

The **Warlpiri Education and Training Trust (WETT)** allocated over \$4 million for 13 projects in 2019/20. This includes significant funding for the regional Youth Development program which engages young people in diversionary activities, and supports employment opportunities, and the Learning Centre, an important community resource and learning space. Other key WETT projects continued to make strong progress, including school language and culture projects such as the Warlpiri Theme Cycle Project, support for secondary students, and early childhood programs in Willowra and Yuendumu.

The **Tanami Dialysis Project** supported a major new initiative to build a dialysis clinic in Nyirrpi. The project will enable Nyirrpi residents to spend more time with family and on country, contributing to improved wellbeing. Once built, the dialysis unit's operating costs will be funded under Medicare, which is the result of previous lobbying and advocacy work led by the Purple House.

The **Granites Mine Affected Area Aboriginal Corporation Project (GMAAAC)** allocated \$7.7 million to 81 projects across nine communities. GMAAAC projects are delivering a range of benefits highly valued by Aboriginal people across the Tanami region, including employment for 289 local people, nutrition and interstate school excursions to support school students attend and learn, women's social enterprise initiatives, language, culture and access to country through road grading, and extensive sport and recreation infrastructure and operational costs to keep children younger people healthy, active and engaged.

The **Uluru-Kata Tjuta National Park Project** funded nine new projects worth almost \$1.5 million. This included substantial funding cemetery upgrades across the region, as well as funding for secondary boarding school support and language and culture programs. The project also supported 28 dialysis patients to receive treatment in Alice Springs and through community and country visits. Upgrades were completed to create a new cultural precinct in Mutitjulu adjacent to the Tjurrpinytjaku Centre (swimming pool), in collaboration with the Mutitjulu Community Aboriginal Corporation (MCAC).

The **Northern Territory Parks Rent Money Project** planned 23 new projects and allocated almost \$1.5 million, including for homeland solar power and air conditioners, water infrastructure upgrades and a major renovation to a community church. Homeland upgrades, which enable Aboriginal people to live on their country and maintain culture as well as creating local employment opportunities in construction, continue to be the highest priority for the NT Parks Project. Some groups have continued to support language and culture, education, and plan towards tourism ventures, although COVID-19 travel restrictions limited progress in this period.

The **Community Lease Money Project** funded 24 new projects worth \$795,684. Although there are a large number of communities involved, relatively small community income streams, limitations on CLC CD resourcing and, in some locations, community conflict, Aboriginal people still value the opportunity to have some control over development in their communities and the benefits generated, particularly in the East region. This includes projects supporting cultural maintenance, sport and recreation, youth diversion and education, and local employment.

In addition to these major projects, the CLC continued to offer its CD program to Aboriginal landowning groups with **new and future income streams**. In 2019/20, traditional owners for two proposed mines have opted into the CD program. While constrained by COVID-19, work also continued with some of the 13 existing groups with smaller income streams, with a strong focus on homeland access and upgrades.

#### *What factors have contributed to success? What are the challenges?*

The program has continued to engage Aboriginal people to understand what supports and limits program achievements, and how it can be strengthened in future. **Supporting factors include:** Aboriginal working groups providing leadership and making strong, collective decisions; the role of CD staff in supporting working groups; and, positive, respectful and two-way relationships between staff and Aboriginal participants.



**Key challenges** limiting program achievements are: the CD process and projects taking too long, which has become even more of an issue with COVID-19 travel restrictions; not having enough money for bigger CD projects or to do projects in all homelands; some projects failing to deliver sustained benefits, particularly those that involve purchasing community vehicles; communication challenges between staff and participants as a result of not using interpreters; and limited coordination and collaboration between working groups and project partners, as well as service providers more generally.

#### *How can the program be strengthened?*

The most common Aboriginal key informant **suggestions for strengthening the CD program** in future include:

- **Focusing on involving and getting better outcomes for young people**, including through senior Aboriginal people encouraging and mentoring younger people's engagement in CD working groups; running training, workshops and study trips to teach young people leadership, governance, public speaking and about the CD program approach; and designing and funding more projects targeting young people.
- **Supporting Aboriginal people to live on their country** by supporting groups to do more projects that deliver cultural maintenance, sports infrastructure, community safety, homeland upgrades, remote dialysis, business development, project employment, more ranger groups and addressing climate change issues such as reduced water supply.
- **Improving communication with Aboriginal people** by using interpreters more often in meetings and staff communicating with participants more regularly outside of meetings to provide project updates.
- **Encouraging government and others to support and work like the CD program.**

Other suggestions for program improvement were: **Speeding up the process and projects** by reducing staff turnover and having staff located in the regions; **supporting people to think and plan longer term; extending the role of working groups in partner and project management** so that people build skills in these areas; and **collaborating and coordinating more with other key stakeholders** to address challenging issues and get better outcomes.

#### *What are the benefits for Aboriginal people?*

Aboriginal participants reported that they feel engaged and in control of making decisions about how they will use their income and in planning the initiatives within CD meetings. This is underpinned by the program's approach and process, which engages Aboriginal groups in a respectful way, develops governance capacity through two-way learning, and actively supports comprehensive and inclusive planning focused on sustainable outcomes. Groups with larger and ongoing income streams are, not surprisingly, getting more benefits. However, this is not necessarily translating into increased voice, power and control over the development of their communities and homelands more generally.

Feedback from Aboriginal participants highlights an opportunity for the CLC to amplify Aboriginal engagement, ownership and control beyond the CD program. Similar to feedback for the 2018/19 report, participants emphasised that they want more control over planning and decision-making in programs implemented by government and other organisations. They also stated that they would value the CLC's support in influencing others to support an Aboriginal-led approach to development locally and nationally. This report includes suggestions developed by Aboriginal participants and CD staff that build on the program's solid foundations and extend it by incorporating strategies that address systems change. Provided appropriate resourcing is available, including to assess impact, these strategies have the potential to amplify the program's outcomes and influence approaches to community development in Aboriginal communities more broadly.

## Contents

<b>Key Messages .....</b>	<b>i</b>
<b>Executive Summary .....</b>	<b>ii</b>
<b>Contents.....</b>	<b>vi</b>
<b>Acronyms .....</b>	<b>vii</b>
<b>1. Introduction.....</b>	<b>1</b>
<b>2. Progress and achievements .....</b>	<b>3</b>
2.1 Project allocations and expenditure .....	3
2.2 Community engagement by CD staff .....	5
2.3 Aboriginal training and employment .....	6
2.4 Location of 2019/20 CLC community development projects .....	7
2.5 Aboriginal perspectives on the CD Program .....	8
<b>3. Progress of Individual Projects .....</b>	<b>17</b>
3.1 The Warlpiri Education and Training Trust (WETT) .....	17
3.2 The Tanami Dialysis Project .....	24
3.3 The Granites Mine Affected Area Aboriginal Corporation project (GMAAAC) .....	24
3.4 The Uluru-Kata Tjuta Rent Money Community Development Project (URM) .....	28
3.5 Northern Territory Parks Rent Money Project.....	31
3.6 Community Lease Money Project .....	33
3.7 Other projects .....	36
<b>4. Discussion .....</b>	<b>37</b>
<b>5. Conclusions and recommendations.....</b>	<b>42</b>
Appendix A – Approach to Monitoring.....	44
Appendix B – Staff reporting template .....	46
Appendix C – Additional WETT information .....	48
Appendix D – Additional GMAAAC Information .....	48
Appendix E – Additional URM information.....	52
Appendix F – Additional NT Parks Project information .....	53
Appendix G – Additional CLM Project Information.....	54



## Acronyms

AAAC	Atyenhenge Atherre Aboriginal Corporation
AAMC	Aboriginal Associations Management Centre
ABA	Aboriginals Benefit Account
AC	Aboriginal Corporation
AFL NT	Australian Football League, Northern Territory
BIITE	Bachelor Institute for Indigenous Tertiary Education
BUNT	Baptist Union of the Northern Territory
CAT	Centre for Appropriate Technology
CDRC	Central Desert Regional Council
CDU	Community Development Unit
CLA	Community Living Area
CLC	Central Land Council
CLM	Community Lease Money
GMAAAC	Granites Mine Affected Area Aboriginal Corporation
IHSSC	Institute for Human Security and Social Change
IPA	Indigenous Protected Area
KWB	Katherine West Health Board
LTU	La Trobe University
M&E	Monitoring and evaluation
MWG	Mutitjulu Working Group
NP	National Park
NPY	Ngaanyatjarra Pitjantjatjara Yankunytjatjara
NTER	Northern Territory Emergency Response
PWC	Power and Water Corporation
SNAICC	Secretariat of National Aboriginal and Islander Child Care Conference
TO	Traditional owners
UKTNP	Uluru – Kata Tjuta National Park
URM	Uluru-Kata Tjuta Rent Money Community Development Project
WDNWPT	Western Desert Nganampa Walytja Palyantjaku Tjutaku Aboriginal Corporation
WETT	Warlpiri Education and Training Trust

WETT AC	Warlpiri Education and Training Trust Advisory Committee
WOEDAC	Western Outstation Enterprise Development Aboriginal Corporation
WPKJ	Warlpiri-patu-kurlangu Jaru
WYDAC	Warlpiri Youth Development Aboriginal Corporation (Mt Theo)
YKNAC	Yapa- Kurlangu Ngurrara Aboriginal Corporation

## 1. Introduction

The Central Land Council (CLC), a Commonwealth corporate entity originally established under the Aboriginal Land Rights Act (Northern Territory) 1976, is an Aboriginal organisation governed by a council of 90 elected Aboriginal members. The CLC works with Aboriginal people to support them to achieve recognition of land and native title rights, to manage land and negotiate agreements with others seeking to use their land, and to apply land use payment for sustainable community benefit.

Since 2005, the CLC's Community Development (CD) Program has been supporting Aboriginal groups to work together to identify and address their development priorities and needs, largely through designing and funding projects. The program is guided by the CLC Community Development Framework, which articulates community development goals, principles and processes for the CLC.<sup>1</sup> The program is delivered by the CLC's CD Unit in collaboration with other CLC sections including legal, finance, regional services, policy, the Aboriginal Associations Management Centre, anthropology and minerals and energy.<sup>2</sup>

The CLC's community development approach focuses on community ownership, Aboriginal control, trust-based relationships, respect for local values and processes, and an understanding of cultural differences. The overall intention is to partner with Aboriginal people in processes that enable them to set and achieve their dual objectives of maintaining Aboriginal identity, language, culture and connection to country, and strengthening their capacity to participate in mainstream Australia and in the modern economy through improving health, education and employment outcomes.

The CD program has four objectives:

1. Maximise opportunities for Aboriginal engagement, ownership and control, particularly in relation to the management of resources that belong to them.
2. Generate service outcomes which benefit Aboriginal people and are valued by them, including social, cultural and economic outcomes.
3. Build an evidence base for the CLC's community development approach and the value it has for contributing to Aboriginal capabilities.
4. Share lessons learned with other government and non-government agencies.

The CD Program is currently implemented through six major projects, each with numerous sub programs and projects, as well as a handful of newer, smaller initiatives (see Table 1). Each project has tailored management arrangements, decision-making models and implementation processes. However, all projects are funded with Aboriginal peoples' own money, governed by Aboriginal decision-making bodies, and focused on achieving outcomes sought by Aboriginal people.

---

<sup>1</sup> For details about the CLC Community Development Framework see [http://www.clc.org.au/files/pdf/The\\_CLCs\\_Community\\_Development\\_framework.pdf](http://www.clc.org.au/files/pdf/The_CLCs_Community_Development_framework.pdf)

<sup>2</sup> During 2019/20 the Program had a staff of 18, with 16 of these located in the CD Unit, one lawyer based in the CLC legal section and one GMAAAC officer based in the CLC's Aboriginal Associations Management Centre. These positions are funded from different sources, including nine from the Aboriginals Benefit Account (ABA) as part of CLC core funding, four from GMAAAC, two from WETT, one from Newmont Corporation and one from administration fees. This complementary funding model supports the sustainability of the program's operating model.



*Table 1: 2019/20 Community Development Projects*

<b>Project</b>	<b>Purpose</b>
Uluru Rent Money (URM) Project	<i>Use rent paid to relevant traditional owners towards a range of sustainable initiatives</i>
Warlpiri Education and Training Trust (WETT) Project	<i>Use mining royalties for sustainable education and training benefits</i>
The Tanami Dialysis Support Service Project	<i>Use interest earned on invested mining royalties from the Granites Mine to support dialysis facilities and patient support services in remote communities in the Tanami</i>
Granites Mine Affected Area Aboriginal Corporation (GMAAAC) Project	<i>Support nine communities to apply 'affected area' monies from mining towards broad community benefit activities</i>
NT Parks Rent Money Project	<i>Use rent paid to relevant traditional owners towards a range of sustainable initiatives</i>
Community Lease Money Project	<i>Use rent paid for community leases for a diverse range of development activities</i>
Other projects	<i>Use new and smaller payments linked mostly to mining and exploration for a variety of community benefit projects</i>

This report provides an assessment of the CD program's progress in 2019/20 based on a review of reports from organisations delivering funded projects, staff reflection workshops, and key informant interviews with 24 Aboriginal people. Initial findings were discussed with CD staff at a series of workshops, with the discussion incorporated into the final report.<sup>3</sup>

---

<sup>3</sup> Further detail on the methodology is in Appendix A.

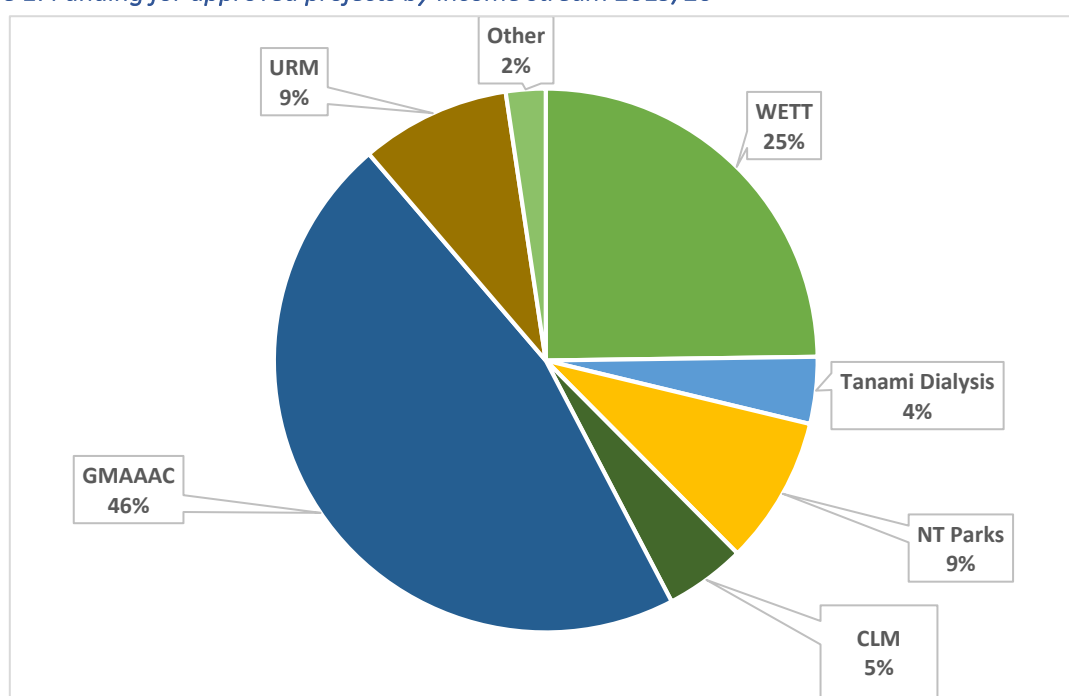
## 2. Progress and achievements

This section presents progress on the overall CD Program drawing on quantitative and qualitative data. It also presents qualitative Aboriginal key informant data on the progress of the CD program to date and suggestions for how it can be strengthened.

### 2.1 Project allocations and expenditure

A total of \$16.6 million was approved through all the projects in 2019-20 (Figure 1 and see Table 2), as compared to \$20.3 million the previous year. The number of individual projects funded also fell from 214 to 153 this year.

*Figure 1: Funding for approved projects by income stream 2019/20*



*Table 2: 2019/20 Funding allocations and expenditure by Income Stream*

Income Stream	Total project allocation \$ value	Number of projects funded	Average value of funded projects	Total project expenditure
Uluṛu Rent Money (URM) Project	\$1,480,328	9	\$164,481	\$1,170,756
Warlpiri Education and Training Trust (WETT) Project	\$4,118,477	13	\$316,806	\$4,695,093
The Tanami Dialysis Support Service Project	\$660,000	1	\$660,000	\$0.00
Granites Mine Affected Area Aboriginal Corporation (GMAAAC) Project	\$7,709,769	81	\$95,182	\$4,257,285
NT Parks Rent Money Project	\$1,462,001	23	\$63,565	\$553,375
Community Lease Money Project	\$795,684	24	\$33,153	\$1,510,535
Other projects	\$392,669	2	\$181,334	\$116,503
<b>Total</b>	<b>\$16,618,927</b>	<b>153</b>	<b>\$108,620</b>	<b>\$12,303,547</b>

75% of program funding was again allocated to initiatives in the Tanami region using income from the Tanami gold mines, through GMAAAC, WETT and the Tanami Dialysis Project. The remaining 25% was allocated by the other income streams to 58 projects, a small number of which were also directed to Tanami communities through the NT Parks and CLM projects.

The proportion of funding allocated by GMAAAC and WETT changed, with GMAAAC decreasing by 17% and WETT increasing by 14% from 2018-19 figures. GMAAAC funded 81 projects (down from 109) and at a reduced average value of \$95,182, as compared to \$118,194 the previous year. While WETT project numbers were generally consistent their average value more than doubled from \$136,553 last period to \$316,806 this year. This is because WETT generally funds multi-year programs and a number of these were up for renewal this year.

The average project dollar value through allocations by other income streams ranged from \$33,153 for the CLM Project to \$660,000 for the Tanami Dialysis Project. The average dollar value of NT Parks projects more than doubled from the previous year (up from \$25,896 to \$63,565). This was largely due to more substantial investments in homeland housing upgrades by the East MacDonnell group, water infrastructure upgrades by the West MacDonnell groups, and Watarrka groups funding more substantial projects after accumulating funds over several years for specific objectives.

Table 2 also shows annual funding expenditure by income stream. Almost \$12,303,547 million was paid out for projects funded either in 2019/20 or previous reporting periods.<sup>4</sup>

*Figure 2: Funding allocations by project objective for 2019/20*

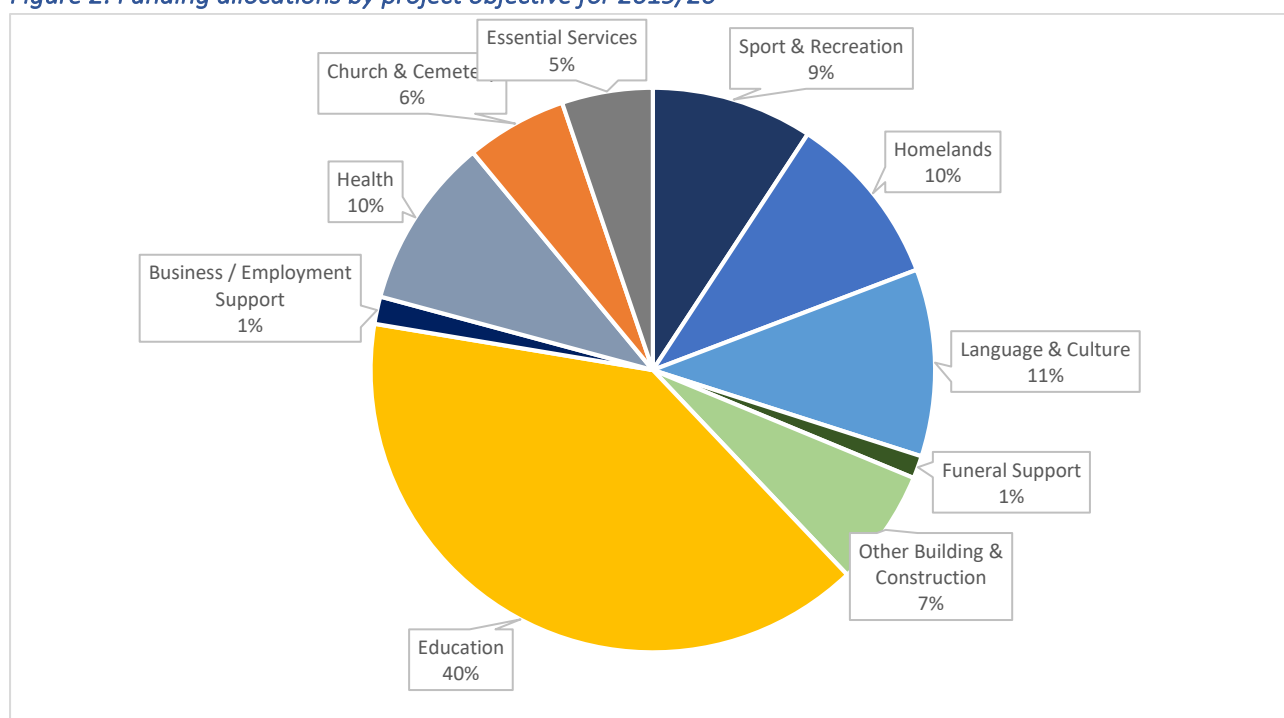


Figure 2 shows allocations by objective across all the major CD projects. In comparison to 2018/19 funding allocations the following points stand out:

<sup>4</sup> There is no requirement that funding allocations, some of which are for multi-year projects, are expended in the same financial year.



- The most significant increase was for education which went from 13% to 40% of the total, largely due to the allocation of multi-year funding to the WETT early childhood, youth development and learning centre programs.
- Homeland funding doubled from 5% to 10%, as did church and cemetery upgrades from 3% to 6%.
- Sport and recreation funding decreased substantially from 38% to 9%, while language and culture funding decreased from 21% to 11%.
- The proportion of funding allocated to other objectives was generally consistent with the previous period.
- Funding for community transport was only 1% in 2018/19, while this year no funding allocations were made to this objective.

## 2.2 Community engagement by CD staff

The seven step CD planning for action process, through which Aboriginal people identified, developed and funded each of these 214 projects, involved the CD Unit delivering 267 engagements with Aboriginal governance groups (see Table 3). This was 100 less than the previous year, primarily due to COVID-19 travel restrictions, but consistent with 2017/18 community engagement levels. The large regional projects – GMAAAC, NT Parks and the CLM Projects – with their many governance groups spread across multiple locations made up the bulk of these engagements.

*Table 3: Aboriginal Traditional Owner and Community Engagements by CD project for 2019/20*

Income Stream	Number of engagements
Uluru Rent Money (URM) Project	18
Warlpiri Education and Training Trust (WETT) Project	10
The Tanami Dialysis Support Service Project	1
Granites Mine Affected Area Aboriginal Corporation (GMAAAC) Project	75
NT Parks Rent Money Project	69
Community Lease Money Project	78
Other projects	16
<b>Total</b>	<b>267</b>



*CLC staff member Sanchia Scott facilitates a meeting for the Judburra National Park traditional owners in July 2019*

On top of this, staff conducted an additional 129 engagements with other program stakeholders, most of which were current or prospective project partners.

### 2.3 Aboriginal training and employment

The CLC is committed to better capturing the Aboriginal training and employment outcomes from the CD Program and has worked to improve data collection in this area.<sup>5</sup> During this period 470 Aboriginal people worked a combined total of 32,107 hours across the CLC region on projects they funded. This was consistent with the 474 workers the year before, but collectively they worked 4,000 fewer hours. Staff attribute this decline to reduced project implementation because of COVID-19 travel restrictions in 2020. Major partner Warlpiri Youth Development Aboriginal Corporation (WYDAC) not reporting on employment figures also contributed to the reduced total number of hours. Even so, this employment and the income it generated for the 474 Aboriginal workers, would not have occurred without the CD program. This continues to be a significant outcome in the context of very limited paid employment and work experience opportunities in remote Central Australian communities.



*Janie Williams working at the Willowra playgroup, a program supported by WETT*

CD funded projects delivered 3,448 hours of non-accredited training (down from 6,424 the year before) and 1,037 of accredited training (down from 1,640 hours). This decrease is also attributed by CLC staff to travel restrictions limiting project delivery.

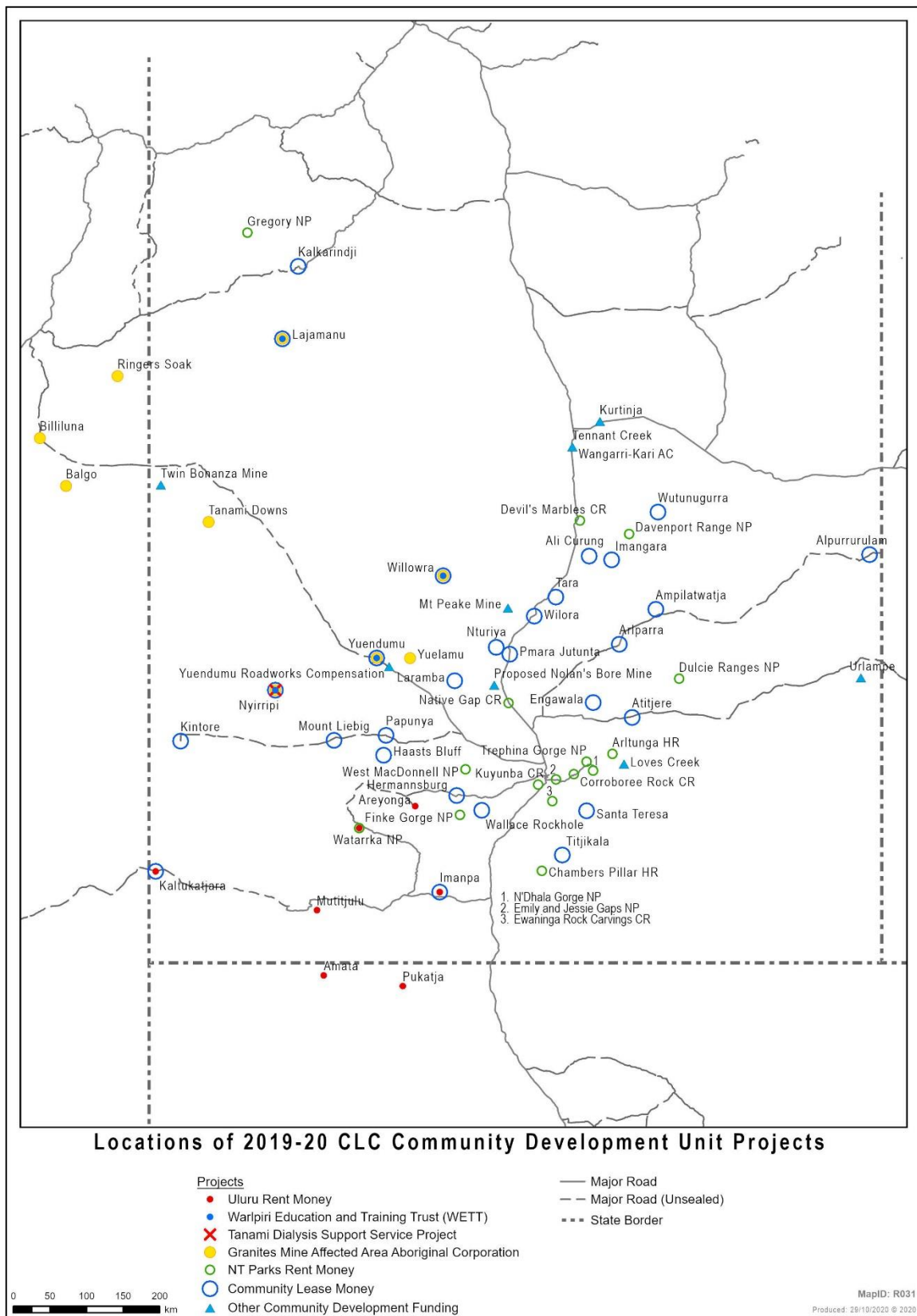


*Alpururulum community members constructed church pews as part of a Community Lease Money project*

---

<sup>5</sup> This relies on partner organisations reporting on this in line with contract requirements.

## 2.4 Location of 2019/20 CLC community development projects





## 2.5 Aboriginal perspectives on the CD Program

This section builds on the discussion of Aboriginal perspectives in the 2018-19 monitoring report. It outlines key themes from the 2020 Aboriginal key informant interviews, which focused on the views of younger people and those living in the East and South West regions. Many of the views expressed in this year's interviews echo and confirm 2019 key informant perspectives. Similar views on important program achievements, who has benefited, supporting and limiting factors are outlined briefly in this section followed by a more detailed discussion of new and different views. This includes **how the program can better engage and meet the aspirations of young people**, plus new suggestions for strengthening the program in future.

### 2.5.1 CD Program Achievements.

Like last year, Aboriginal respondents pointed to a combination of linked program benefits. People generally started with **tangible projects** and then talked about increased control, skills, experience and confidence as benefits. Sport and recreation infrastructure and support (pool, ovals, basketball courts, sports events), culture projects (country visits, ceremony, bilingual materials, cultural databases), health (renal support), funeral support, and outstation upgrades were all regularly mentioned as key achievements. These benefits are making it easier for people to live in remote communities and outstations, which is significant given that many Aboriginal people feel the government is providing limited funding and support for this.

These tangible benefits are produced by Aboriginal people having increased **control** over and **skills** in planning and decision making, which were again strong themes. One man pointed to 'empowerment for ourselves' as the key achievement of the program to date and another younger respondent commented that:

*"The working group is giving more power to Aboriginal people to be in control of their lives."  
(Younger woman - Southwest)*

The high degree of control Aboriginal participants have in the CD Program was again contrasted with the lack of control people experience in other processes. The ongoing negative effects of the NT 'Intervention' was an even stronger theme this year.

*"The CD working group decide what it is they want. CLC don't tell them. They don't come in with people who tell us what to do. We are not in missionary days. It's our money. We sign the lease, not someone else. We sign the lease and the money does what we want it to, different projects to make community stronger. Not like Intervention time. Intervention was a rubbish thing, [the effect] was like when they took a bomb to Maralinga. Government should learn from community development; how to work together using good governance." (Senior man - Southwest)*

*"The Intervention put a big negative change. People still think about it that way—a lot of people—and don't get involved... People are just giving up because it's too hard. Hardly anyone shows up to meetings with non-Indigenous people. They are sick of talking and talking, because of no action. Or sometimes they don't know who to turn to. The CD projects are good because we plan and it happens, like the lights on the footy oval. If it wasn't for the working group, we'd be still working out who to turn to, where to get the money." (Younger woman - East)*

2020 respondents also described the **increased knowledge, skills and confidence** (particularly in dealing with non-Aboriginal people) they have gained from the CD process. Specific areas of individual

and collective capacity development included: working together as a group to make sometimes difficult decisions between competing priorities; understanding budgets and 'money stories'; reviewing quotes and project plans; dealing with third party suppliers; and, for one person, 'learning how to talk to government'.

*"I've learnt skills being on the working group. Getting quotes, looking at different options instead of just going with one." (Younger woman - East)*

*"I've been on the working group for six months. I'm still learning about Land Council, what they do and how they help. It's been a good experience learning from older people to go forward, especially elders." (Younger Man - East)*

These comments once again highlight the way learning is happening in different directions over time, with younger people learning from older, more experienced Aboriginal people, and working group members also learning from CLC CD staff. CLC staff learning from participants was not a strong theme in this year's interviews.



*WETT Advisory Committee members recognised by Northern Territory Minister for Education, Selena Uibo, for their important work on World Teachers Day, November 2019*

Increased **community pride** was less of a theme this year in the interviews. While people generally described being 'happy' with the process, only one person talked about the community's pride in upgrading the footy oval, which they described as a big, long-term aspiration that the community had worked hard to achieve.

*"One of the big projects we did was lighting at the footy oval. It was talked about for a long time and was much needed in the community... It's something that the community is really excited about. We had a celebration one night when everyone flooded down to the oval and spent the evening there with family groups, having a picnic and taking pictures. There's a lot of community pride." (Younger woman - East)*

Another respondent talked about building the Mutitjulu pool as being a major ‘accomplishment’, also referring to it as a long-term aspiration people worked hard to realise. This suggests that community pride, which was a strong theme in the Tanami region interviews last year, may be linked to addressing long-held community priorities through larger projects, rather than smaller projects that meet more immediate needs.

Two respondents said that the program **directing money to community benefit**, rather than individual benefit and ‘into people’s pockets’, is a key achievement. This was also a minor theme in last year’s interviews.

### 2.5.2 Who is benefitting and who is missing out?

Similar to year, most respondents initially said that **‘everyone’ in their community is benefitting** and no one is missing out from the program. Some respondents went on to qualify this by identifying that some people are in fact missing out, including some family groups and children and young people.

**Some family groups missing out** on program benefits was a new theme in this year’s interviews. It was identified in relation to national park rent money projects (NT Parks and URM) and linked to the tendency of groups to fund homeland upgrades, but not having enough money to fund all homelands and benefit all families. One senior person involved in both Parks projects also said that dialysis patients (like themselves) who are forced to live in town have missed out because funding largely goes to projects in remote communities and homelands.

*“I think they are still sorting out who is missing out on projects. Some ngurraritja [traditional owners] they say ‘we are still missing out on my place’. We are trying to share the money and projects around.” (Senior Woman – Southwest)*

*“Everyone has benefited but there is a lot of conflict between the outstations. I think some of the family groups feel they miss out.” (Younger woman - East)*

There were different views on whether **children and young people** are missing out on benefits. While some people noted that everyone was benefitting particularly children and young people, others said this is the one group that is missing out. Like last year, this was generally explained as relating to their high level of need and not having enough money or doing enough projects to address this need, particularly in the East.

One younger person explained that although some sport and school projects are being funded for younger people in Titjikala, they are still ‘missing out’ because not enough is being done to support their education and employment and overall “things are not changing for them”. He felt that older working group members had prioritised funding buses for sport and community transport, which are a ‘waste of money’ and a sign that older people are stuck in their thinking.

### 2.5.3 Supporting factors

CD program key supporting factors identified in 2019 interviews were strong Aboriginal leaders, positive relationships between Aboriginal people and CD staff, and the role and inputs of CLC CD staff. There were both similarities and differences in the main supporting factors identified this year. The key difference was that the important role of **Aboriginal working groups making strong, collective decisions** was a stronger theme. While some people linked this to the strong Aboriginal leaders on these working groups, the emphasis tended to be more on the way people come together and work through all the information and competing priorities to make difficult decisions.



*“The working group works well. We work well together and compromise on everyone’s decisions, if everyone has different ideas. We talk it through, looking at what’s good or not, what’s a good path and we come to a good decision. We listen to other members of the group and hear their ideas.” (Younger man – East)*

The enabling **role of CD staff in supporting working groups** was an even stronger theme in this round of interviews. The following comments reflect the range of supports provided by CD staff:

*“CLC staff support us by getting quotes and organising things. We kept on having more than one meeting for both projects. It was quite a long process. After getting a quote [CD staff member] bring to the working group to see about the cost. Can we do it? Is there more money to bring in? We’d talk about things like that. The CLC representative organises the workers to build it. They’ve been really good. They always keep us updated about what was happening. They also share ideas about what other communities are doing. We also look at CD newsletter and put them in the Council office and the store for other people to look at. Its good looking at it to know what other communities are doing.” (Younger woman - East)*

*“I’ve been on the working group since 2006. We had great support for the oval and the pool. The CLC CD area are very good at the way they present information and use visual diagrams. It’s good to be able to visually see the money story—what’s been spent and what’s left.” (Senior woman – Southwest)*

*“The CD newsletters are a great idea, so that we can get information from other communities and exchange ideas. This is probably the best newsletter we’ve seen.” (Senior Man – East)*



*CLC staff member Lauren Michener provides information about a proposed solar lights project at a community meeting in Kaltukatjara. March 2020*

The **positive relationships between staff and Aboriginal participants** were also again identified as a key enabler, including the two-way, respectful nature of these relationships.

*“It’s a two-way thing, we are all learning together to understand what is needed and how to do it; to reach a goal to see how projects work out and what the next project might be. We are working together, sharing understanding on both sides. They give us a lot of information about other communities and what projects they come up with and they listen to our own ideas.”*  
(Younger man – East)

#### 2.5.4 Limiting factors

Some of the same key limiting factors that were identified last year were key themes in this year’s interviews including:

- **CD process and projects taking too long**, which has become even more of an issue with COVID-19 travel restrictions. CD planning and decision-making meetings were limited in the first half of 2020 and some projects could not be delivered by partners and contractors as planned. The process and projects being too slow was a particular issue for the URM Project, which several years ago moved from an annual planning and implementation cycle to a longer-term approach. One respondent said that while everyone was excited at the outset, people are now frustrated because implementation is too slow, and this could potentially lead to the whole project collapsing in future.

*“We got a road map that the committee made a long time ago—what’s good, what’s bad; how we are going to do it for the next five years. But it’s really hard, because people who were there for a long time are passing on. There’s a lot of requests that people asked to be done for themselves. The money has been pushed back. People are angry—I can hear it.”* (Senior woman – Southwest)

- **Not having enough money for CD projects** - largely in relation to NT Parks projects, which have insufficient funding to do larger projects and support all family homelands.
- **Some projects failing to deliver sustained benefits** – in two different locations this was discussed in relation to the purchase of community and sports buses that had been ‘wrecked’ and were therefore seen as a waste of money.

Two additional limiting factors were identified this year. The first was **communication between CLC staff and Aboriginal participants**, which is not always effective and means some people do not understand what is being discussed in CD meetings. This was identified as a problem by several respondents from the Southwest and the East. While respondents were positive about the way staff use visuals to clearly explain the money story, they want to see more use of interpreters. As one person explained,

*“Sometimes it’s hard for people to understand what kardiya [whitefellas] are saying as they use hard words. It needs to be translated in language –Anmatyerr, but it’s not just the words. It’s the ideas behind them have to explained as they are different from what we have in our culture.”* (Younger woman – East)

The second new challenge identified is **limited coordination and collaboration between working groups and project partners**, plus service providers more generally. This was identified as a problem in three communities across the two regions. One respondent said that the working group not being involved in project management and supporting partners to deliver projects had created confusion

and even division in their community. This was because stakeholders did not know that it was the traditional owners (through the working group) who had planned and funded the project. Others talked more generally about the current situation where many stakeholders, including CD working groups, are not communicating and collaborating, which makes it very difficult to address complex community issues.

#### **2.5.4 Future directions to strengthen the CD program**

This section starts by outlining how respondents think the CD Program can better involve and support positive outcomes for young people. This was explored in detail this year, having been identified as the highest priority for the program going forward by last year's key informants. Other key areas that Aboriginal people feel will strengthen the CD Program in future are then summarised, including exploring similarities and differences from last year's findings.

##### **2.5.4.1 Ways to involve and get better outcomes for young people**

###### **Senior Aboriginal people to encourage and mentor younger people onto CD working groups**

Getting younger people onto and more actively involved in working groups is considered critical and requires encouragement, information sharing and mentoring from senior people to build their skills and confidence. The responsibility of senior people to teach and hand over knowledge to younger people over time, and the role of younger people to listen respectfully and learn from elders, was described as a very important cultural protocol. One person suggested this could be made more formal by setting up a mentoring project as part of the CD Program.

Two younger people (both men in their 30s) talked about the encouragement they have received from a senior family member, which has enabled them to participate in their community's working group.

*"We need to create opportunities for young people to speak. Show encouragement and support for young people and family and working group members to travel out with them to meetings. Not young kids but people in 20s and 30s. A lot of young people are missing out. My uncle used to take me out hunting and he'd talk to me about learning both ways. Everything I've got now is from him." (Younger man - East)*

*"When I started on the working group my uncle used to ask me to come and just sit down and listen to learn what it was all about. I think that's a good idea, to get older people to encourage younger people to come and sit and listen and find out and learn what it's about." (Younger man - Southwest)*

Other young people talked about not getting enough encouragement and information from their elders.

*"The elders should know that it's their job to pass on information. That's where everyone needs to sit down... I feel that from our elders we are not getting as much information as we should be. Our law is that older people have to pass it down to us so we can hold it. The law and knowledge doesn't come from young people. Older people should know very well about telling us information culture and other way. This is coming from my mouth, the view of a younger person as I see it." (Younger woman - East)*

On the other hand, some senior people questioned whether younger people want to learn about and get more involved in the CD program. One respondent talked about trying to get younger people to come to meetings, but they don't come because 'town is their life now'. She talked about "worrying

about the younger ones. Are they going to carry on – culture, everything, these projects – are they going to do it?” She expressed some sadness that the very long-term work her traditional owner group have done through the CD program is not understood or valued by younger people.

### **Have CD workshops, training and study trips**

In addition to the ongoing role of senior Aboriginal people in encouraging and mentoring younger people onto CD working groups, there was a lot of interest in workshops, training and study trips to build younger people’s skills and confidence. Many respondents (of all ages) noted that young people are generally shy, particularly when it comes to talking to or in front of non-Aboriginal people. Building confidence through workshops and training as part of the CD program could even support young people to move into paid employment.

*“My vision is to help young ones move up into mainstream jobs. There are big gaps. We need to fill in that shame gap, because most of them are shame to speak to non-Indigenous people. That’s why I’d like outside support, to take them to leadership forums and things like that. Having a workshop is the first step.” (Younger woman - East)*

Respondents generally described the importance of a two-way learning process that would involve senior Aboriginal group members and CLC staff running workshops and training together on topics such as **leadership, governance, public speaking and the CD Program and approach**. Most people felt this should start with workshops in communities, where young people are likely to be more comfortable, but over time this could be extended to include study trips and exposing them to new experiences and ideas.

*“It would be good to have a workshop with leaders and working group members and bring in young ones. Those leaders can use their experiences, talking about how they got to where they are now, how they faced the challenges.” (Younger woman - East)*

*“If they start with something like workshops from here so they don’t have to travel from here. Seeing what family members do gives people pride. Leadership is a main thing. The focus should be on training young ones who could step into become team leaders and supervisors.” (Senior woman – Southwest)*

*“We need more governance training to help people understand CD. Some of us do this already in workshops but CLC could do more so that people get better understanding.” (Senior man – Southwest)*

### **Fund more projects for young people**

Using CD funds to do more projects that benefit and support young people was another key theme. Like last year, project ideas across a range of areas were suggested, which indicate language, culture and country, education (cultural, bilingual and mainstream), sport and recreation, and training and employment are key areas to invest in.

Many respondents suggested possible areas training could be delivered in, such as: mechanics, cooking, recording music, computer skills, landscaping, homeland maintenance, fencing, bore maintenance and construction. A minority of respondents highlighted the challenge of supporting young people through training and into employment and the need to work on training and employment pathways. Unemployment benefits and the government’s problematic employment



program (also called 'Community Development Program') are seen as undermining employment outcomes.

Aboriginal ranger jobs were identified by some key informants as a good source of employment for young people and four people talked about wanting a ranger group set up in their community or homeland. Their perception is that ranger programs create meaningful, ongoing jobs for people, while at the same time teaching them about culture and country. In other locations where ranger programs are already operating, some respondents talked about the potential to extend learning from the ranger program to drive employment outcomes in other work areas.

Some Aboriginal people want CD staff to bring more ideas about how to support young people to working groups because people don't feel they have all the answers: *"We want more ideas to work with young people. I don't know all the solutions; what to do. I've been worrying about it."* (Younger woman - Southwest)

### **Make working group meetings fun, interesting and easy to understand**

There were several suggestions around running working group meetings differently to make them more appealing and accessible for younger people. First, they need to be more fun and interesting to attract younger people, rather than appearing like 'Kardiya' (non-Indigenous) meetings that involve lots of paperwork. Specific suggestions included starting with a BBQ and having them out of the community on country. Second, interpreters need to be used in meetings to ensure everyone understands and engages, including younger people who also may have limited English language and literacy.

### **Collaborate more with other organisations working on youth issues**

The final idea suggested to support better outcomes for young people was for the CD program to work more collaboratively with other organisations that are working with young people and addressing community youth issues.

*"We do have plans for different age groups but would be good for CLC to come together in a meeting to discuss what's needed so everyone has an understanding and stakeholders work together."* (Younger man - East)

*"I need people to work together—the TOs, community, members of the community working with the school, police and Night Patrol—to make the community a better place."* (Younger woman - Southwest)

### **2.5.4.2 Summary of other key areas for CD Program development**

The main areas identified to strengthen the CD Program in future in the 2018/19 interviews were: increased focus on young people; lobby and teach government/others to work like the CD program; support Aboriginal people to live strong lives on country; address CD staffing issues; speed up the process and projects; support people to think and plan longer-term; and improve communication with Aboriginal people. All of these were identified in this year's interviews, although there was some difference in terms of which ones were the strongest themes, and there were also some new areas. The following ideas for program strengthening were broadly consistent with the previous year:

- **Supporting Aboriginal people to live on their country and homelands** was again one of the strongest themes. This can be achieved by the CD program continuing to work in the same way and supporting groups to do more projects that deliver cultural maintenance, sports infrastructure, community safety, homeland upgrades, remote dialysis, business

development, project employment and more ranger groups. There is also an increasing need to support projects that address climate change issues, with several people saying that the weather is getting hotter and drier and creating greater needs around water supply and appropriate housing with air conditioning.

*“Being on country means that we can teach our kids about it. It’s important to stay on your own land, have a good life. When they grow up away from it, they miss out and they don’t get to know Country and Country doesn’t know them.” (Senior man - East)*



*The Williams family celebrate upgrades to Uluperte Outstation at a meeting in October 2019*

- **Improving communication with Aboriginal people**, in several different ways, was a stronger theme this year. First, the CD program needs to do more work with traditional owners up front (particularly men) to ensure they understand how the program works so they are more likely to direct income to CD than individual distribution. Second, staff need to do more in working group meetings and use interpreters to ensure participants fully understand. Third, more communication is needed outside of working group meetings through regular updates to working group members, traditional owners and community members, particularly where there is ongoing conflict in the group.

*“Some people don’t understand English. They always need interpreters to help. I’ve seen this happen lots. Sometimes after a meeting people say to me “what were they really saying?” They need interpreters for meetings. I didn’t go to school to read and write. The bush was my school, my life. I know the country. Some other people are like that too.” (Senior man – Southwest)*

- **Teaching government and others to support and work like the CD program** was suggested by some senior respondents, but interestingly it was generally not something younger respondents tended to suggest.

*“I think CD should encourage other kardiya to work with Indigenous people, they should train each other. Our mob can train non-Indigenous workers about cultural side, and kardiya can teach their way; support each other. Keep on working two ways. Sometimes kardiya [not CD staff] working at Ti Tree say “he can’t work, he’s too lazy”. This cuts things off. Instead, they should say “you work with me, I’ll show you everything. When I’m leaving the job you can take over.” (Senior woman - East)*

*“The government could learn from the way we work. We are living here; we know the life, day and night. The government shouldn’t tell us to do this and that. They should come and listen and sit down with us; come with blank paper and write it down what we want.” (Senior man - Southwest)*

- **Speed up the process and projects**, including by reducing staff turnover and having CD staff located in the regions.
- **Support people to think and plan longer term**, by bringing information and new ideas to help people with project planning ‘because people don’t always know what is possible’, supporting working groups to go on study trips and stopping working groups from buying community buses because they don’t last.

New suggestions for program strengthening were:

- **Working more closely with traditional owners** by making sure they understand the CD approach before they decide whether to opt in or out of the program, having them on working groups, getting their input on project ideas and feeding back to them on decisions, and involving them in project partner management.
- **Extending the role of working groups in partner and project management** so that people build skills in these areas, which will support better project outcomes and build individual and group capacity.
- **Collaborating and coordinating more with other community organisations** and service providers to address challenging issues and get better outcomes. This was suggested by four younger respondents., with one saying she wants “the working group to look more closely at working with other services... on working out how to improve the community and what changes are needed.”
- **Continue to do independent monitoring work** so that people have a chance to give feedback to an outsider in private and then the CLC can use this information to improve the work.

### 3. Progress of Individual Projects

Annual progress, governance and project outcomes and challenges for each of the CD program’s six major regional projects are explored in this section along with several smaller and newer projects.

#### 3.1 The Warlpiri Education and Training Trust (WETT)

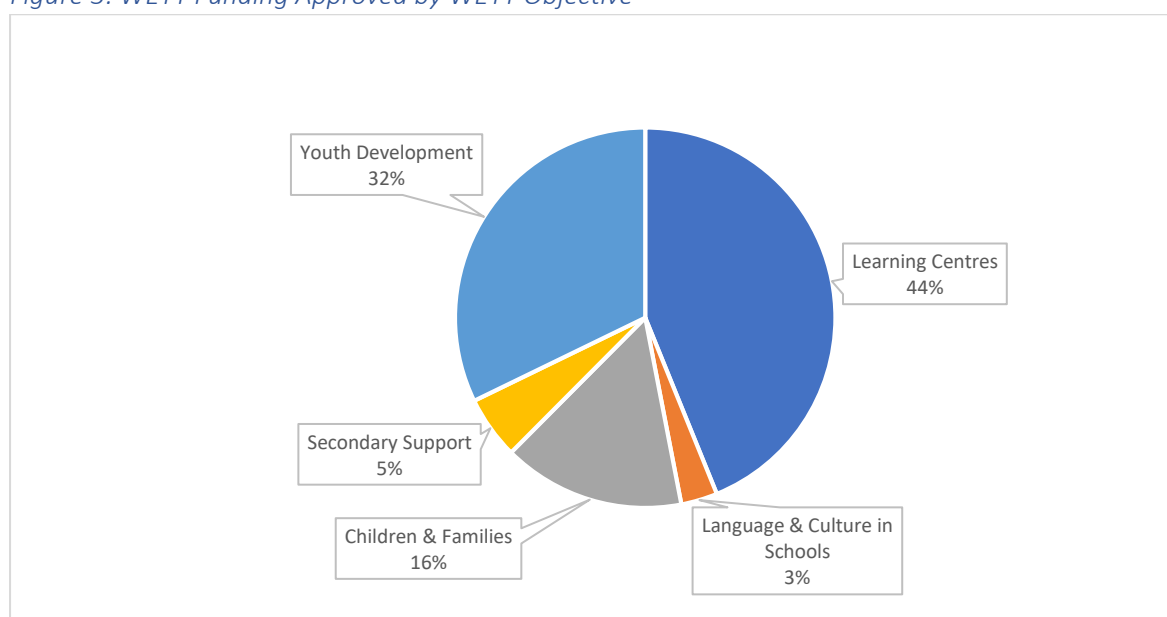
Since 2005 the WETT project has used gold mining royalties to support Warlpiri education and training initiatives, primarily in the Tanami communities of Yuendumu, Lajamanu, Willowra and Nyirripi. WETT is governed by traditional owners through the Kurra Aboriginal Corporation, with advice from the

WETT Advisory Committee. This committee is made up of 16 representatives from the four Warlpiri communities, plus one CLC and one Newmont Corporation representative. WETT focus areas are children and families, language and culture in schools, secondary school support, youth development, and community learning centres.

**Key WETT results:**

- In a first for the CD Program, the CLC were contracted by the NT Government to oversee community consultations for a local decision-making strategy for the four Warlpiri community schools.
- The Willowra playgroup program transitioned to a service partnership with World Vision Australia, with six local staff and 50% of Willowra's under five-year-olds attending regularly.
- An independent evaluation of the regional Warlpiri Youth Development Program found it continues to deliver good youth diversionary activities, is supporting job readiness for Jaru trainees and is valued by Warlpiri. However, more needs to be done and a range of challenges addressed to deliver stronger development outcomes in education, leadership, and employment for young people.
- WETT Advisory Committee members continued to share their story of WETT's development and achievements at two national conferences in 2019.

*Figure 3: WETT Funding Approved by WETT Objective*



In 2019-20 the Kurra WETT Directors approved \$4,118,477 for 13 projects (see Appendix C).<sup>6</sup> Learning Centres received the largest portion of funding per objective (44%) followed by youth development (32%). This reflects WETT's continuing trend of funding multi-year regional programs every second or

<sup>6</sup> WETT is working on long-term education priorities, therefore funding is presented in Figure 3 based on these specific WETT objectives, rather than the CD program objectives.



third year. Consistent with this, school language and culture programs only received 3% and secondary support 5% because major allocations were made to them in 2018/19.

#### WETT Governance

Governance highlights for WETT this period include:

- The NT Education Department engaged WETT and the CLC regarding the development of a local decision-making strategy for the four Warlpiri community schools. This indicates that WETT's governance expertise and community engagement capacity is now being recognised and used by other key stakeholders.
- WETT's Advisory Committee and Kurra Directors began work on a WETT monitoring and evaluation framework with support from the Institute for Human Security and Social Change, at La Trobe University.<sup>7</sup> An experienced Warlpiri educator, WETT founder and community member has been employed by the University to work on this project and is playing a critical role in this co-design project.
- Kurra WETT Directors and the WETT Advisory Committee have been doing more collaborative work, which is creating a stronger working relationship and improving accountability.
- Kurra WETT Directors and WETT Advisory Committee members demonstrated increased governance capacity in meetings by sharing their learning from the Good Governance Program, which is being delivered to both Kurra Aboriginal Corporation and GMAAAC.

#### WETT Programs

##### Children and Families

WETT continued its support for early childhood this period. This included continuing to fund the Willowra Early Childhood Program and resuming its relationship with World Vision Australia (WVA) to run the Willowra playgroup from January 2020, taking over from Batchelor Institute for Indigenous Tertiary Education (BIITE). WVA has shifted from its previous systems strengthening and capacity development role to one that also includes direct service delivery. WVA's first six-month report suggests that despite travel restrictions during this period the playgroup is:

- actively supported by its Early Childhood Reference Group, which meets regularly and has completed detailed community mapping to identify all under five-year olds;
- operating on average 4 days a week and being regularly attended by 50% of the community's under five-year olds;
- providing employment for six local staff, two of whom are undertaking Certificate III in Children's Services Training; and,
- delivering language and culture activities, including three bush trips and 63 'culturally strong' playgroup sessions.

WETT also offers funding for early childhood services in the other three communities. To date, only the Yuendumu Early Childhood Reference Group has accessed this funding to continue their involvement in trauma awareness camps and workshops. They also used it to present on the Warlpiri trauma resources they are developing at the Secretariat of National Aboriginal and Islander Child Care Conference (SNAICC) conference in Adelaide.

---

<sup>7</sup> This report's authors are supporting this work.

## Community Learning Centres

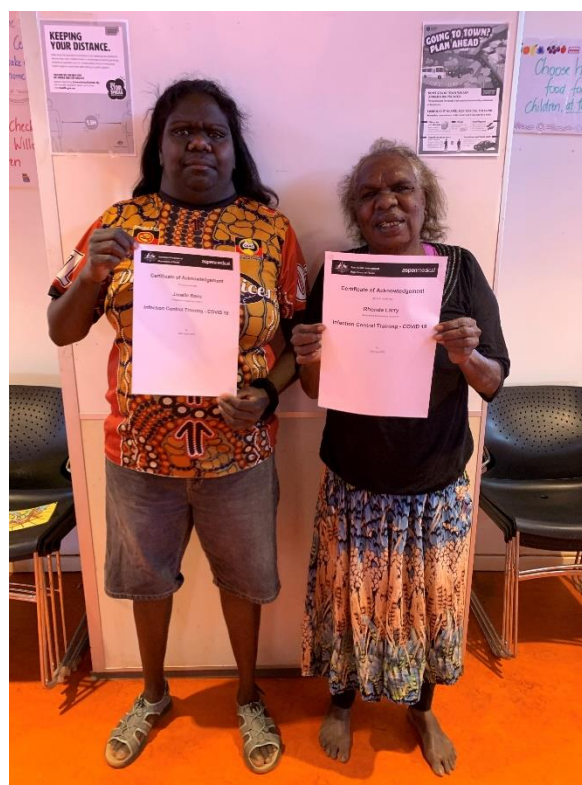
The WETT Learning Centres are designed to be safe and comfortable two-way learning spaces where individuals and groups of all ages can engage in formal and informal learning opportunities, plus gather for meetings or to pursue their own activities. Program objectives are to engage communities in an environment of learning, assist individuals with their training, employment and life aspirations, build the capacity and confidence of local Yapa staff, and strengthen the sustainability of the program by increasing support from other funders and stakeholders.

Last year's monitoring report included a comparison of the progress being made by BIITE in the Nyirрпи, Willowra and Lajamanu centres and WYDAC, which was running the Yuendumu centre. While there were problems with data quality and consistency of what was being reported, this assessment found that WYDAC may be better placed to take the program forward due to its strong Warlpiri governance and existing relationships with school students and young people. An independent review of the program prepared by Training for Change in September 2019 also concluded that while both BIITE and WYDAC have operated the centres effectively, WYDAC is better placed to achieve the program's full development potential due to its strong Warlpiri governance, established two-way learning approach, and connections to young people, including being able to embed learning in its youth development services. However, the review also identified a potential risk associated with WYDAC's capacity to deliver a comprehensive Learning Centre Program across all four communities.

In light of the review - and feedback from Lajamanu community members - in October 2019 WETT decided to fund WYDAC to take over operating the Lajamanu Learning Centre for 12 months. This significant change means that BIITE is now running the Willowra and Nyirрпи centres, while WYDAC is running Yuendumu and Lajamanu.

### *Willowra and Nyirрпи Learning Centres*

CLC staff observed that BIITE improved its management of the learning centres in Willowra and Nyirрпи between January and June 2020, despite COVID-19 related challenges that limited travel, the ability to offer formal training and the number of people who could attend the centres. BIITE facilitated stronger community governance through the Learning Centre Reference Groups, which were actively involved in developing the COVID-19 response, increased its Yapa staffing in Nyirрпи to eight and Willowra to nine, and delivered much needed 'Back on Track' driver training, plus provided many informal learning opportunities. The Centres again supported people in managing their Centrelink requirements, personal banking and other life administration tasks that require computer and internet access. BIITE has also started working more closely with WVA in both centres, including on a community literacy project.



*Willowra Learning Centre Staff with their COVID - 19 Infection control training certificates*

### *Yuendumu Learning Centre*

The Pina Pina Jarrinjaku (PPJ) Learning Centre in Yuendumu made strong improvements between July and December 2019, including a 50% increase in the number of users, from 1276 to 1876, with a daily average of 16 visitors. The centre also reported an increase in Jaru trainees undertaking training and expressing an interest in working at the PPJ Centre. Jaru trainees and other staff worked a total of 167.75 hours. WYDAC attribute these improvements to the stability found through appointing a permanent coordinator.

Importantly, there were sustained periods of delivering culture and language activities, driven by Warlpiri elders and young leaders. PPJ also hosted multiple organisations to deliver workshops and training, including:

- North Australian Aboriginal Justice Agency workshops on legal issues affecting community members;
- Formal accredited training delivered by Matrix Training in Business and Community Services, with 19 participants engaged across the courses and 11 out of 12 participants completing First Aid training;
- Financial advice and practical assistance delivered by Lutheran Community Care – Money Management; and
- PAW media and WYDAC delivered non-formal media training, engaging a total of 56 participants.

PPJ was substantially affected by COVID-19 restrictions in the first half of 2020 and only one Reference Group meeting was held. Many training providers did not travel to the community, no formal training was delivered, and non-formal training was also limited. However, the learning centre adapted its program and provided 440 contacts of informal learning and employed six Warlpiri staff.

A trend observed in the 2020 report at the Yuendumu PPJ Centre is the growing demand for ‘informal training’ activities, such as assistance with access to banking, Centrelink, superannuation, My Gov and ATO services (see Figure 4).<sup>8</sup> WYDAC are concerned about the increasing pressure this is putting on the program as it compromises its capacity to deliver outcomes in the other three learning areas.

### *Lajamanu Learning Centre*

Operations at the Lajamanu Learning Centre were impacted by the management change as well as staff turnover and COVID-19 pandemic. Between July and December 2019, no Reference Group meetings were held, reportedly due to staffing issues and absences from the community of key reference group members. However, several formal training courses were conducted, with World Vision Australia delivering four healthy cooking courses to 17 trainees and BIITE conducting the Back on Track driving training, with 11 of 13 participants completing the program. In the non-formal category, the Katherine West Health Board conducted women’s health training with 15 participants.

Five Yapa staff were employed over the period with a combined total of 635 working hours. Reflecting on the role of these staff, BIITE reported that “Yapa staff are committed to their Learning Centre positions and confident in many of the Centre operations... Yapa staff continue to communicate

---

<sup>8</sup> ‘Informal learning’ occurs through access to services provided at the centre where the skills required for these interactions are developed casually with assistance from PPJ staff, such as completing an application or submitting a form. ‘Non-formal learning’ is pre-organised and responsive to the needs of the community, but not necessarily at certificate level, such as workshops on sexual health or nutrition. ‘Formal learning’ is certificate level training provided by a Registered Training Organisation.

primarily in Warlpiri with clients. This, combined with the use of the local video archive creates a safe and welcoming environment for Warlpiri language activities". BIITE also reported that the Learning Centre collaborated with government agencies, including the Justice Department to administer court processes and Government's Community Development Program for building repairs. Community members continued to use the facilities to access banking, Australian Taxation Office, Centrelink, and other government services, with these interactions used as informal training opportunities. Community members also used the computers to register music with the Australasian Performing Rights Association.

The Learning Centre's operations were also affected by pandemic travel restrictions between January and June 2020. In response, staff adapted to focus on informal learning, while continuing to deliver a small number of non-formal learning opportunities. The Learning Centre staff, which includes three highly experience Warlpiri community members, delivered an education workshop called "get a job, keep a job", which engaged 11 young people. No formal training was delivered.

#### Warlpiri Youth Development Program

The Youth Development Program, which WYDAC has delivered across the four communities for many years, has 3 levels to support youth development. The first is diversionary activities designed to keep young people engaged, learning about their culture, and out of trouble. The second and third levels focus on enabling young people to take responsibility, develop work and leadership skills, and take on employment opportunities.

To inform future funding decisions, an external evaluation of the Youth Development Program for the 2016 – 2019 period was completed in June 2020. 77 people across the four Warlpiri communities were consulted as part of the evaluation, including program staff, elders and community members, program participants and other service providers.

The evaluation found that the program was working well and performing an important function in each community, but there is room for improvement. The program is working best in youth diversion (level 1), with young people enjoying the activities, learning valuable skills, and connecting with elders and cultural knowledge. It is also supporting job readiness with 85% of Jaru program graduates between 2016 and 2019 entering employment. Underpinning these achievements is strong community ownership, good teaching and working 'both ways', and respectful relationships between Aboriginal and non-Aboriginal staff.

However, the achievement of education, leadership, and employment outcomes (levels 2 and 3) is more limited due to the following challenges:

- WYDAC's rapid growth, which has not been accompanied by an increase in resourcing;
- High turnover of non-Aboriginal staff, which is impacting the quality and consistency of program activities;
- Insufficient support and training for Yapa staff, in part due to high turnover of non-Aboriginal staff, plus concern about paying Yapa staff with purchase orders;
- Run-down infrastructure and equipment, which is limiting the activities that can be offered;
- Inconsistent collaboration with other services and stakeholders across the communities;
- Board membership being heavily weighted towards Yuendumu; and,
- Inconsistent data collection and reporting, which is making it difficult for WETT to properly monitor the program.

Although WYDAC has taken steps to address some of these challenges, the evaluation concluded that more needs to be done to strengthen the program's development outcomes.



A joint meeting of WETT and the WYDAC Board reviewed the draft findings and recommendations in June 2020. The meeting identified strategic goals for the program, including the critical need for more education activities. This was the first time these two Warlpiri governance groups have undertaken joint program review and planning, and highlights WETT's increasing role in program assessment and design. WETT subsequently funded the program for another 12 months.

#### *Warlpiri Language and Culture in Schools and Secondary School Support Programs*

WETT provides funding to the four Warlpiri community schools to deliver bilingual education through country visits, funding elders to work in the schools and participate in country visits, development of bilingual resources, and aligning the Australian curriculum with the Warlpiri Theme Cycle curriculum. WETT also supports Warlpiri secondary students to continue their education, either within Warlpiri communities or at boarding schools.



*Yapa educators participating in a professional development workshop supported by WETT in March 2020*

The Warlpiri Theme Cycle project is progressing strongly with Yapa expressing pride in their work on their curriculum and the Education Department giving positive feedback and looking to broaden its use. Three of the schools involved in the WETT Language and Culture in Schools Program conducted a week-long country visit in 2019. Willowra did not hold a country visit but used WETT funds to pay elders to work at the school. In Lajamanu, elders regularly supported bilingual learning both in the classroom and during country visits.

In 2019 Warlpiri students studying in the Tanami schools took part in excursions to Perth, Melbourne, Cairns and Darwin. Yuendumu school took 10 grade 6 students with high attendance and good behaviour to Melbourne, Albury and Falls Creek where they visited several high schools and tourist attractions. Highlights were the gifting of a painting by Yuendumu students to Xavier High School and spending a day at the snow, which was a first for all 10 students. Nyirrpi school took 14 students to Darwin and eight to Perth, where they visited a range of tourist attractions.

The secondary school support program funded the education expenses of 25 boarding school students. There are signs of improved reporting with some schools providing teacher reports on each student and others providing reports written by students themselves. Reporting from the various schools suggests that while the transition to boarding school is challenging, students generally enjoy the opportunity to extend their education, engage in sport, travel to different locations and build close friendships.

### 3.2 The Tanami Dialysis Project

This project has been funded by the Kurra Aboriginal Corporation since 2007. It provides much needed remote dialysis services to Warlpiri people, allowing patients to maintain cultural and family connections while still receiving the healthcare they require. Kurra has supported the establishment and operation of remote renal dialysis units in Lajamanu and Yuendumu through successive stages of development, plus support services in Alice Springs, Willowra and Nyirrpri. In recent years GMAAAC committees have also contributed to dialysis services and support in Lajamanu, Nyirrpri and Willowra, and the Community Lease Money Project has funded Kalkarindji patients to receive treatment in Lajamanu.

Since the Australian Government introduced the Medicare rebate for remote dialysis services in 2018 the Western Desert Nganampa Waltja Palyantjaku Tjutaku Aboriginal Corporation (the Purple House) no longer needs Kurra's support with these running costs and is instead focussing on investing in the construction of dialysis units in communities where there is no existing service. In 2019 the Kurra directors allocated \$660,000 from their social investment funds for the construction of a dialysis clinic in Nyirrpri. This project is being co-funded by the Nyirrpri GMAAAC committee which allocated \$572,000 to it. The Purple House was again selected to deliver the project and is bringing substantial co-funding to this project.

### 3.3 The Granites Mine Affected Area Aboriginal Corporation project (GMAAAC)

The GMAAAC project aims to deliver community benefit and development to nine communities in the Tanami region affected by the Granites Mine through improving housing, health, education, employment and essential services; developing employment and training opportunities; and promoting Aboriginal self-management. GMAAAC's annual income increased again reaching almost \$10 million this period compared to \$7.3 million in the last period. Continued growth is forecast under Newmont Corporation's planned expansion until 2040. The nine GMAAAC Committees collectively

Key GMAAAC project results for this period are:

- 289 Yapa employed for a combined total of 18,259 hours to work on arts and culture, education and infrastructure projects.
- Specific GMAAAC community project highlights included:
  - The Tanami Downs GMAAAC committee continued to improve infrastructure and services to the homeland to enable people to live on country.
  - Lajamanu's GMAAAC committee supported connection to country, maintenance of culture and the local ranger group's ability to do their work through repairs and maintenance of 200 kilometres of outstation roads in the region.
  - Yuendumu's GMAAAC committee contributed to the upgrade of the community's op shop and laundry, which will contribute to social and economic outcomes.

allocated over \$7.3 million for 81 new projects. 38 new project contracts were executed, 27 projects were completed, and 114 projects started in previous years continued to be delivered. This income stream continues to create a very high and growing workload for the CD Unit, as well as for other CLC staff including legal and AAMC.

#### GMAAAC Governance

The governance and community engagement workload was very high this period with CD staff facilitating 75 meetings and consultations. This included 15 GMAAAC committee meetings, 13 community meetings, two of which were for committee elections, and 47 community consultations. This was an increase on the 58 meetings and consultations conducted in the previous period and is significant considering the shorter field season due to Covid-19 restrictions. In addition, 43 consultations with partners and other community organisations were conducted.

GMAAAC Directors participated in the Good Governance Program delivered by external consultants working together with Aboriginal Associations Management Centre (AAMC) and CD staff, for a second year. The training focused on building GMAAAC Directors' capacity in making decisions about future investment opportunities. CD staff observed that this training is leading to increased governance capacity, with Directors reviewing and updating guidelines and procedures for project decision making where needed.<sup>9</sup>



*GMAAAC directors participating in Good Governance training March 2020*

CD staff also observed that stronger relationships have formed between working group members and project partners in Lajamanu. This is enabling more direct communication between stakeholders and improving planning in the project development phase. This improved relationship has also increased the Lajamanu Committee's agency by increasing their access to and engagement with information to inform decision-making.

The Yuendumu and Yuelamu Committees continue to take a longer-term approach, including investing more time in planning projects and designing larger projects with longer-term objectives. This is in part due to CD staff encouraging all GMAAAC Committees to set a long-term vision and priorities.

---

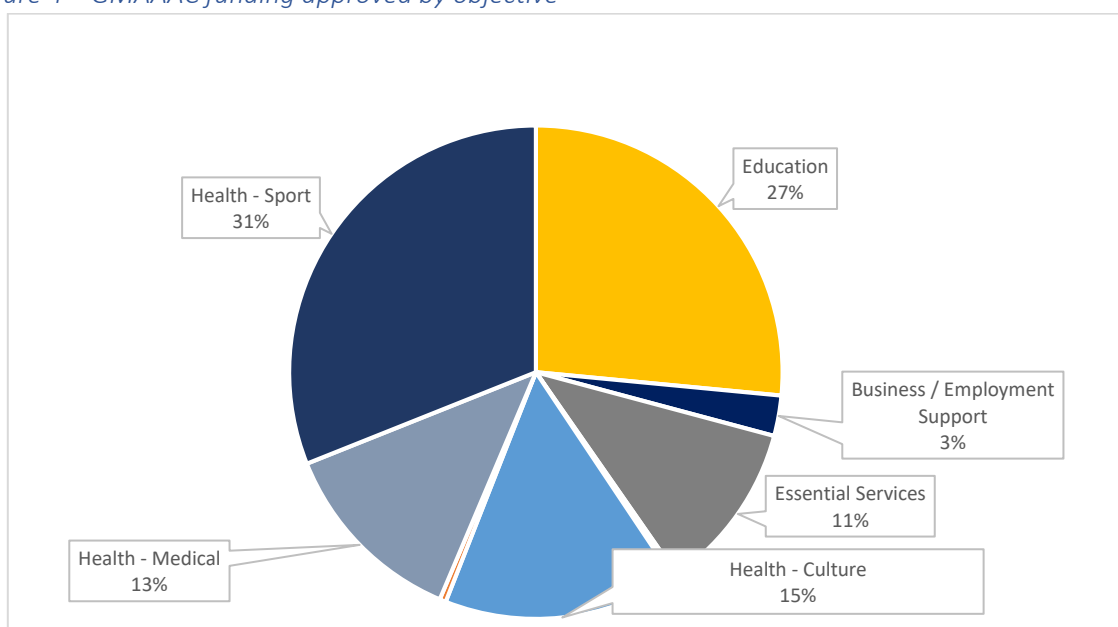
<sup>9</sup> For example, GMAAAC Directors agreed to fund an assessment of the rules governing the CLC's funeral, sorry and ceremony project with the aim of updating the terms of the agreement in line with community needs. GMAAAC Directors in Yuendumu also proposed a new approach to funding decisions where there is uncertainty about the project partner's capacity to effectively manage GMAAAC funds.

While larger, longer term projects will potentially create more sustainable benefits, CD staff observed that projects are also more complex and require substantial community engagement and more specialised project management by the CLC. The Committees are also recognising the importance of more informed decision-making, and have funded scoping reports to support project decisions. Committees are also understanding the value of contracting different organisations to deliver discrete components and stages of larger project. In Yuendumu, and to some degree Yuelamu, staff observed that there is increasing trust in the CD process and the CLC, with Committees choosing not to allocate all of their funds to projects, but to save them for future priorities.

#### GMAAAC Projects

Compared to the previous period there was a reduction in the number of projects funded, from 109 to 81. Employment outcomes increased, with 289 Yapa employed for a combined total of 18,259 hours. 1,247 of these employment hours were part of the After School and Holiday Activities Project, managed by the Yuendumu Sports Academy, with six Aboriginal people employed as Sports Academy Officers on a permanent part time basis.

*Figure 4 – GMAAAC funding approved by objective*



Funding allocations by GMAAAC objectives continue to be weighted largely towards health (sport, medical, culture) accounting for 59% of all funding this year.<sup>10</sup> Funding for education initiatives increased from 10% to 27%, with money being used for interstate school excursions and school nutrition programs.

In Lajamanu, a three-year funding contribution was made to the school nutrition program, which provides students with nutritious meals and supports learning about food safety handling. GMAAAC have indicated that they want to see more local Aboriginal employment outcomes in the program. They have also requested that the school look for other funding sources so as not to become reliant on GMAAAC funding in the longer-term. Another major project funded by the Lajamanu Committee

<sup>10</sup> The most significant changes within the health objective were a decrease in funding for sport from 48% to 31% and increase in funding for medical from 4% to 13%, including the \$572,000 allocation towards a new dialysis clinic in Nyirripi referred to above in the section on the Tanami Dialysis Project. This is the second year in a row that funding for medical objectives have increased.



was the design and construction of a Lajamanu waterpark. This is the result of extensive planning and aims to provide healthy and diversionary activities for youth.

Lajamanu GMAAAC Committee also oversaw the completion of grading for more than 200 kilometres of outstation roads. This project has improved people's access to outstations and supported the local ranger group to conduct land management work. One of the Willowra GMAAAC Committee's road grading projects was also completed in the period. The grading of the Mt Bennett Road means traditional owners can now access their homeland.

The Tanami Downs GMAAAC Committee continued to install and restore infrastructure and services to the homeland, including building a community meeting space and restoring the community toilets. Staff observed that the scoping study undertaken by the Centre for Appropriate Technology (CAT) several years ago is enabling them to develop their homeland in a sustainable way and in line with their vision. Community feedback about the upgrades at Tanami Downs is very positive and there is strong sense of community pride in their achievements.



*Tanami Downs GMAAAC committee members Robyn Lawson, Vivianne Lawson and Peggy Granites with CLC staff member Julian Redmond.*

Yuendumu's GMAAAC Committee contributed to the upgrade of the community's op shop and laundry and funded the operation of these social and economic initiatives. It also committed multiple years of funding to ongoing cultural, educational and health projects, such as the Yuendumu school linguist program for three years, the sports academy program for three years, the healthy dog program for two years and a co-contribution to the school nutrition program for two years. This suggests that some GMAAAC Committees are seeing benefits to longer-term planning and multi-year funding allocations.

In terms of project partners, CD staff again highlighted that while Central Desert Regional Council (CDRC) is an important partner due to its role in providing local government services in the Tanami region, the CDRC and CLC's different organisational approaches continue to present challenges to collaboration. CD staff have also observed that CDRC continues to narrow the scope for the types of projects it takes on and increasingly only engages on projects that directly align with its core roles and responsibilities. This is creating an ongoing challenge for GMAAAC where there are limited alternative project partners.

### 3.4 The Uluru-Kata Tjuta Rent Money Community Development Project (URM)

The URM Project started in 2005 with the purpose of developing projects and planning for business enterprises to benefit the traditional owners of Uluru-Kata Tjuta National Park and the communities in which they live. This includes communities in the Southwest of the Northern Territory and the Anangu Pitjantjatjara Yankunytjatjara Lands of South Australia. Mutitjulu receives a portion of project funding each year because many of the Park's traditional owners live in this community.

#### URM Project results:

- The CD Unit held 18 community meetings and consultations, and three stakeholder meetings;
- Nine projects were planned and funded by traditional owners for Mutitjulu and regional initiatives totalling almost \$1.5 million.
- Project highlights include:
  - 13 students supported to attend and remain in boarding school with one of these students successfully completing Year 12;
  - Cultural projects supported the maintenance and transfer of traditional knowledge through bilingual education and digital archiving of cultural and social history;
  - The dialysis support project assisted 28 registered clients from the URM region to attend medical appointments, establish a stable and safe living environment and participate in social activities;
  - A precinct to help maintain and strengthen Anangu culture was created in Mutitjulu with infrastructure installed at the ceremony ground and upgrades to the adjacent community- designed and built centre; and,
  - Five cultural projects provided almost 1,300 hours of employment for 12 Aboriginal people.

#### URM project governance

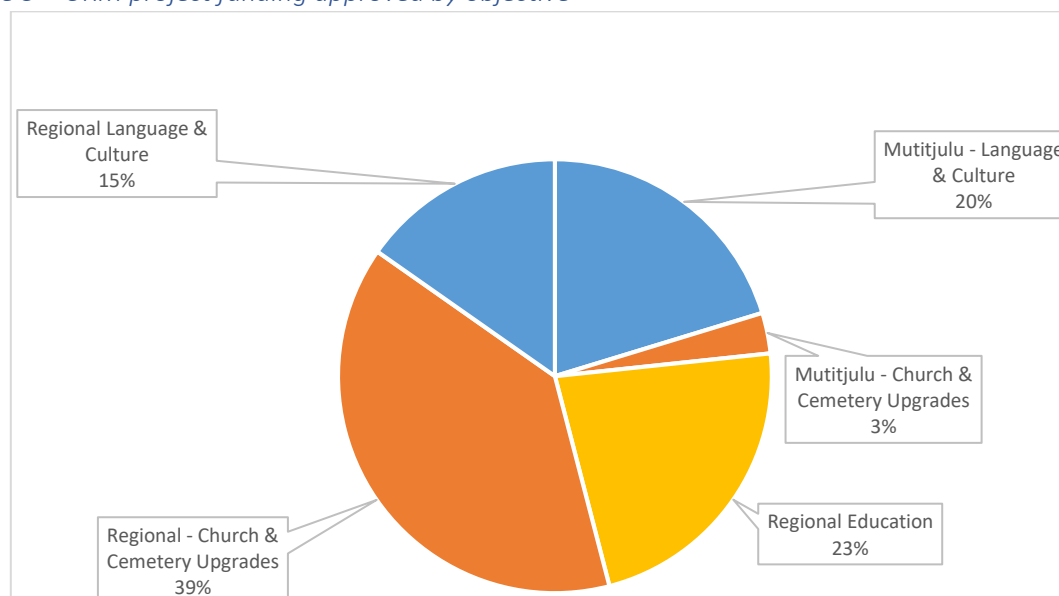
Staff reflections again highlight the growing capacity of the Mutitjulu and regional governance groups. The Mutitjulu Working Group and Mutitjulu swimming pool steering committee established an Aboriginal corporation with responsibility for directing and supporting the management of the pool and the pool operator's house. The Mutitjulu Working Group continues to work through challenging technical processes for the effective long-term management of their assets for community benefit.

The Regional Working Group is increasingly assessing the value of project proposals based on their potential to deliver the intended benefit and selecting organisations with proven track records. Despite a gap in meetings and COVID-19 related challenges, the Regional Working Group remains committed to its long-term strategy. However, one senior key informant suggested some younger traditional owners who are not on the Working Group are becoming frustrated with the slow pace of the CD process and questioned how long they will be willing to work to this long-term vision if they do not see enough project progress. This highlights the importance of involving younger people in these processes, so they understand and buy into the long-term approach senior people are driving.

## URM funded projects

In 2019/20 the two Working Groups allocated \$1,480,328 to 9 community benefit projects.

*Figure 5 – URM project funding approved by objective*



In line with its strategy and long-term priorities, the Regional Working Group focused on cemetery upgrades this year. For URM traditional owners, upgrading cemeteries keeps culture, family and young people strong by honouring loved ones and maintaining connections with the past. The Regional Working Group allocated \$513,231 (39% of total funding) to repair and fence cemeteries in eight locations. The projects will prevent feral animals damaging the area, provide infrastructure such as shade for funeral services, and document and restore graves. They will also provide employment and training for Anangu during implementation.

The Regional Working Group also continued several existing education and language and cultural projects, investing more than \$335,000 to support 13 students to remain in high school and attend boarding schools. One of these students successfully completed Year 12, which is a source of great pride for traditional owners. The project partner, NPY Women's Council, responded well to the challenges of students returning home as a result of COVID-19, with the project officer supporting students to continue studying in their communities by obtaining laptops and working with youth workers to find appropriate workspaces with internet access.



*A 2019 graduate that was a participant in the URM funded boarding school support project*



The Regional Working Group also invested an additional \$220,000 in the bilingual support project with Tangentyere Council's Land and Learning Program in three communities. This project includes the development of a social history database and mobile application which aims to help pass cultural knowledge. Project reporting indicates that most communities have received new or refurbished computers as part of the computer program, with most being provided to art centres and schools. The most difficult issue has been connectivity to reliable internet, with only very poor quality and very expensive broadband in most locations.

The dialysis support project assisted 28 registered clients from the URM region suffering renal failure to attend medical appointments, establish a stable and safe living environment and participate in social activities. A support coordinator and Aboriginal Liaison Officer were engaged as part of the project, together working 567.8 hours. The project also included a seven-day Purple Truck trip to Utju (Areyonga) in May, enabling dialysis patients to visit family and country and providing social, cultural and emotional benefits.

Significant projects managed by the Mutitjulu Working Group in this period include the Mutitjulu swimming pool (Tjurpinytjaku Centre) and the Mutitjulu Cultural Precinct. The swimming pool continues to be a source of community pride and activity with approximately 22,944 visits during the seven-month summer season in 2019/20. The pool also employed four local staff, who together worked 150 hours. The Working Group and the pool steering committee also established an Aboriginal Corporation to manage the pool and the pool manager house, oversaw the transition of a new pool manager into the role, secured tenure over a lot for a pool manager house, and tendered out the contract for house construction.



*Traditional owner Reggie Uluru with grandson Andre Tucker at the Mutitjulu pool*

Significant upgrades to turn the community's ceremony ground and adjacent old adult education centre into a combined space for cultural activities and events was completed during the period. Implementation of the project generated local employment, with 240 hours recorded. The broader aspiration to support local culture and increase community ownership of the area and events was bolstered in the project plan with an events budget for hosting NAIDOC and other community events. The space is managed by the Mutitjulu Community Aboriginal Corporation (MCAC).

### 3.5 Northern Territory Parks Rent Money Project

This project works with the traditional owners of 16 national parks, conservation areas, historic reserves and nature parks across the CLC region to use park rent for community benefit. The project aims to achieve this by establishing a community development planning process with each of the 16 groups to generate broad ranging social, cultural and economic benefits.

#### Key Northern Territory Parks Project results:

- 114 consultations across the 16 national park groups, including Traditional Owner and other stakeholder engagements.
- 23 projects planned and funded for a combined total value of \$1,462,000.
- 21 new agreements with project partners, 60 ongoing projects and 11 projects completed.
- Project highlights:
  - Southern Judbarra National Park traditional owners allocated more than \$41,800 to a meeting shelter and a diesel support project to provide power during wet season isolation for Lingarra outstation.
  - Water infrastructure upgrades to make outstations west of Alice Springs more liveable by ensuring water supply.
  - The tourism enterprise at Palm Valley received funds for repairs and maintenance to enable the upkeep of essential infrastructure.
  - Education and ceremony support funds delivered to support young people, with projects active in nine of the 16 parks.

#### NT Parks Governance

The CLC CD Program continued to support and develop the governance of each of the 16 national park groups through 114 community engagements. Disputes within traditional owner and family groups delayed the CD process in some locations. This has meant CD staff have needed to work flexibly and with an understanding of each group's politics and changing dynamics, including by conducting individual consultations or scheduling full group meetings to ensure the process can continue.

Some traditional owner groups are moving towards more diverse and inclusive representation on their working groups, particularly in terms of gender and age. For example, following discussions on working group membership between traditional owners and CD staff, the Oliver Family group of East MacDonnell National Park now includes an equal number of male and female members. CD staff have observed that women have been more vocal in meetings and are tabling their ideas for future priorities and projects. Watarrka governance changes have also supported more diverse and inclusive participation, with women and younger people more active in family level planning and decision-making.





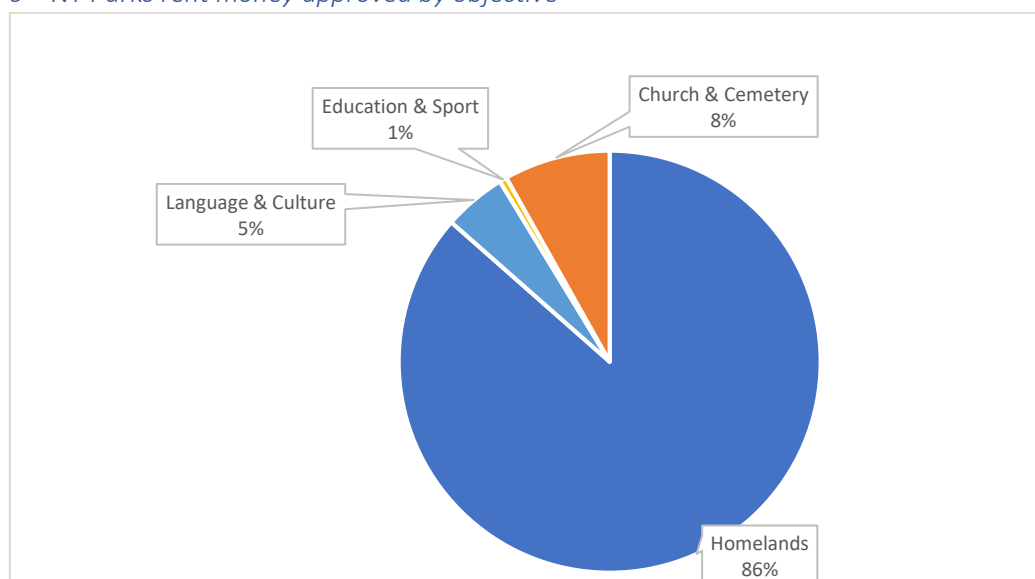
*Oliver Family Working Group of the East MacDonnell National Park at a meeting in February 2020*

#### NT Parks projects

Collectively the 16 park traditional owner groups planned and funded 23 projects worth a combined total of \$1,462,000 in 2019/20. This partly reflects three larger projects being funded, including upgrades to the Utju Church, the Iwupataka water supply infrastructure and installation of solar power and air conditioners in homeland houses in the East MacDonnell National Park region.

Homeland support continued to be the highest priority, with 86% of funding directed to this objective, up from 62% in the last period. Infrastructure upgrades to address climate change, including improving water supply and providing renewable energy and cooling for houses, continue to be a priority.

*Figure 6 – NT Parks rent money approved by objective*



Major upgrades to water infrastructure have been completed, making outstations west of Alice Springs more liveable. The project was delivered through a partnership between the Iwupataka Water Aboriginal Corporation, Tangentyere Design, ASPLUM & Civil and the CLC, with Iwupataka Water Aboriginal Corporation contributing \$2,025,100 received through a capital works grant from the Aboriginals Benefit Account in 2019 and traditional owners making a co-contribution of \$270,000.

Aboriginal employment across the NT Parks Project was limited, with seven people employed for 277.5 hours in the 2019/20 period compared to 20 people working almost 700 hours in 2018/19. While the COVID-19 pandemic was partly responsible, CLC staff also identified several other reasons. For example, changes in how workers obtain White Cards and Ochre cards before commencing employment, even casually, can be challenging in remote based settings meaning some local workers cannot take up employment opportunities presented through NT Parks project funding. The CLC is working with project partners to address these challenges. Other reasons include inadequate planning by working groups to ensure partners are given the support, time and resources to engage and mentor Aboriginal staff. CLC staff also acknowledged the need to provide more support to partners, including by seeking input from the CLC's Employment Unit.

Ceremony support is a high priority with many groups allocating funds to established ceremony projects. These projects support the transfer and maintenance of law and culture and reduce financial strain on the community during this important and resource-intensive activity. One project partner withdrew due to conflicts between some traditional owners' expectations and the agreed project plan. This poses a significant challenge given there are few alternative options and highlights the importance of working groups, the CLC and project partners maintaining open and honest communication and working together to address issues as they arise.

The Palm Paddock group, part of the Finke Gorge National Park traditional owner group, is working on a tourism enterprise at the old ranger station at Palm Valley. Although COVID-19 restrictions meant it could not open, the working group allocated additional funds for the ongoing management of the infrastructure. Funding was also allocated for further fencing at Palm Paddock, which will be installed and maintained by the outstation residents. The intention is to muster and sell clean skin cattle from the adjacent Finke Gorge National Park for land management and income generation.

Across Central Australia many traditional owners returned to their homelands to avoid the risk of contracting COVID-19. This led to increased demand on the CD program to plan homeland projects and manage issues with homeland service providers. Homeland upgrades and servicing is a high priority for Aboriginal people and an important and complex issue for the CLC and the CD program. The CLC will need to continue to work on delivering a range of strategies to support homeland outcomes, including advocating for additional funding, collaborating with Aboriginal resource organisations to ensure homelands are properly serviced and directing project support through the CD program.

### 3.6 Community Lease Money Project

The Community Lease Money Project uses lease money that is paid to traditional owners for leases over community land under section 19 of the Northern Territory Aboriginal Land Rights Act (ALRA). This money is used for the benefit of 30 Aboriginal communities.

#### Key results for the CLM project:

- Over \$795,000 was allocated to 24 projects across 13 communities;
- 19 Aboriginal people were employed on four of the projects, collectively working over 5,485 hours.
- Project highlights include:
  - Construction and operation of club rooms in Ntaria (Hermannsburg) for the Western Arrernte Football Club;
  - Upgrade of the Ltyentye Apurte (Santa Teresa) football oval, including oval lighting, and upgrade of the community basketball court

#### CLM Project Governance

The CLC CD program facilitated 78 meetings and consultations in the period. Staff continue to reflect that governance within the Ntaria Working Group is strong. Following a selection process to refresh membership, a number of younger women have joined. This has been supported by CD staff, who worked with the mostly male Working Group to address community feedback about increasing women's involvement. The new female members of the group have cultural standing and are making active contributions, including asking challenging but constructive questions of longer-term members.

CD staff have also been supporting Engawala Working Group to address women's participation. As a result, the Working Group held a successful community meeting where women presented their development priorities. These are now the basis of the community's development strategy.

Staff reflections on the Kintore Working Group indicate that members are applying lessons learned through the CD projects to new funding decisions, including using project partners' capacity to deliver intended benefits, rather than relationship-based loyalties, to award funding.

The Alpururulum Working Group has continued to demonstrate strong commitment to addressing the community's long-standing water quality problem. With support from the CLC, the Working Group applied for funding from the Aboriginals Benefit Account. To strengthen their application, Working Group members documented community members' views about the impact of poor-quality water on their lives and organised a community letter of support. Because COVID-19 travel restrictions limited the ability of CD staff to work in the community, Working Group members took on aspects of the CD process often delivered by staff. This is a good example of communities taking greater control over their own development which could be replicated elsewhere.

A number of communities, including: Amoonguna, Areyonga, Dagaragu, Imangara, Mt Liebig and Willowra currently have little or no funds for community development projects. Projects in these communities will commence once funds have accumulated or communities allocate additional funds for CD projects.

#### CLM projects

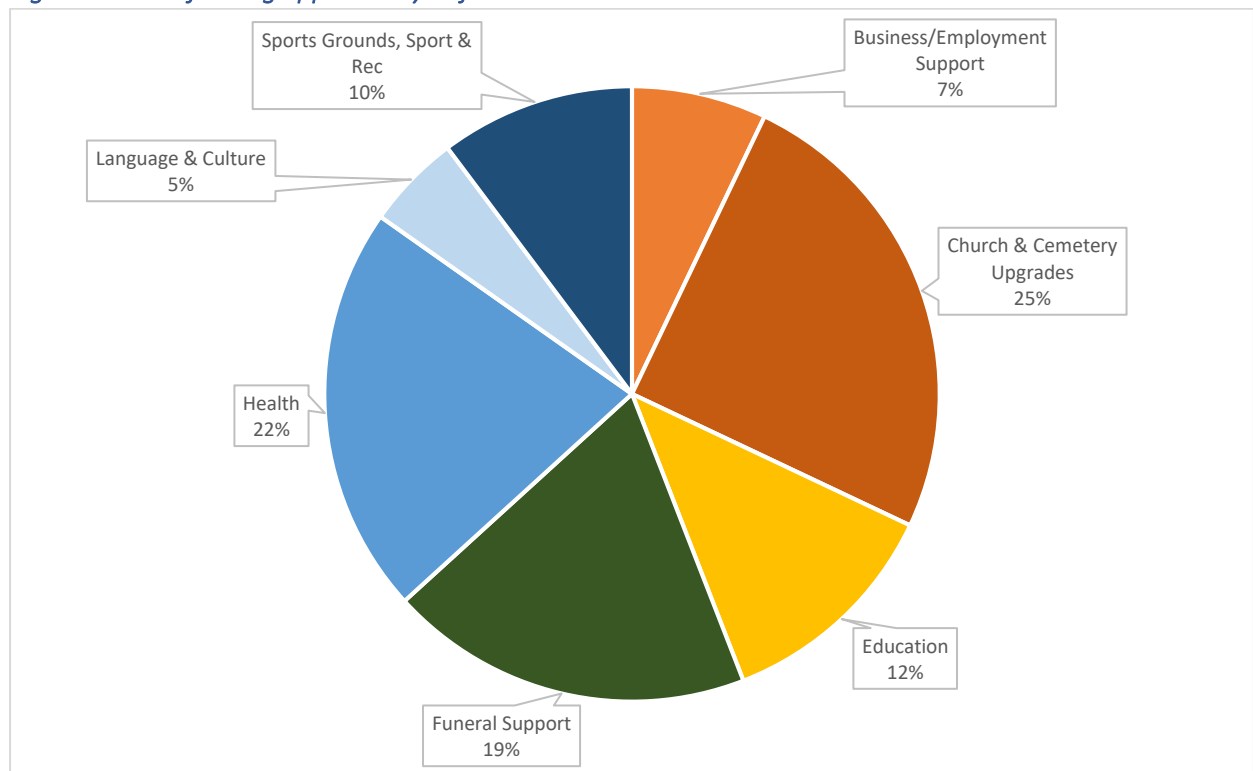
Traditional owners allocated over \$795,000 to projects in 2019/20.<sup>11</sup> Projects under the CLM Project tend to be much smaller than in other CD projects (averaging around \$33,250 in 2019/20) because of

---

<sup>11</sup> This is significantly less than the unusually high total of \$1,820,230 in the previous reporting period but consistent with the \$783,328 allocated in the 2017/18 period. The high amount recorded in the 2018/19 period was largely due to three substantial projects being funded in Santa Teresa, for a combined total value

the number of communities involved and the limited income they receive from community leasing. Most funds were used to support funerals (25%), followed by health (22%) and education (16%).

*Figure 7 – CLM funding approved by objective*



Despite significant challenges due to regulatory changes and unforeseen costs, construction of the Ntaria football club rooms was completed this year. The project supported employment for four Aboriginal community members for 10 weeks in full time and casual capacities. These employees - and the community more broadly – have expressed strong pride in the project’s completion.



*CLC staff and Ntaria Working Group member Mark Inkamala at the opening of the football club rooms*



*Crew that worked on the Ntaria football club rooms acknowledged for their contribution*

of \$709,500. Resolution of governance issues both within the Santa Teresa working group and the preferred community organisations to deliver the projects in this period enabled funding hurdles to be overcome.



In Ltyentye Apurte (Santa Teresa), a \$407,000 upgrade to the football oval, including installation of oval lights, was completed in collaboration with Atyenhenge Atherre Aboriginal Corporation and co-funding from the Melbourne Demons Football Club. The project is a significant source of community pride and has received very positive feedback, including for helping realise community aspirations to engage young people in healthy activities. Despite much of the work only being suitable for certified tradespeople, the project employed three local Aboriginal people for a total of 157.4 hours. An upgrade to the basketball court was also completed, providing a more attractive and functional space for sporting and community events.



*Upgraded Ltyentye Apurte (Santa Teresa) oval with lighting installed*

In Alekarenge, a new wi-fi hotspot is now providing free internet access to residents. This is contributing to a safer youth hub and allowing residents to use online services such as internet banking. Uptake has been high, with 85 devices per day connecting at peak usage.

Kintore funded the installation and regular maintenance of rainwater tanks at two outstations. The water tanks – located on a remote road in an important cultural area – enable families to spend time on their homelands and support activities conducted under the CLC ranger program. In response to high demand for infrastructure projects on country, Kintore working group members prioritised project locations based on the potential to generate broad community benefit, referring demands for other potential locations to other funding bodies such as the ABA.

### 3.7 Other projects

In addition to the six major regional projects discussed, the CD Unit also manages a range of smaller and/or emerging projects where traditional owner groups have decided to allocate their income to community benefit. CD staff currently work with 13 groups investing small amounts of income or exploration compensation in community benefit projects. One of these groups, traditional owners of Loves Creek, planned and funded two new projects to improve homeland accessibility through road and infrastructure upgrades. The CLC also continued to manage 16 ongoing projects operating from previous years with a total value of \$1,036,637.





*Loves Creek Community Development Reference Group at a meeting in December 2019*

CD staff also continued to promote the community development program to new Aboriginal groups negotiating exploration, mining and other land use agreements, including the Statoil exploration lease, and proposed mines at Mt Peake and Nolan's Bore. One of the 13 traditional owner groups for the Statoil exploration lease has opted into the CD program and allocated \$209,000 for community benefit projects. Of the seven traditional owner groups that will receive income from a proposed mine at Mt Peake, three groups decided to allocate at least \$250,000 to community benefit projects. This income will significantly increase should these mines go into production.

## 4. Discussion

### 1. Maximise opportunities for Aboriginal engagement, ownership and control, particularly in relation to the management of resources that belong to them

Aboriginal people continue to be engaged and experience high levels of ownership and control, primarily in the context of working group meetings and making decisions about how their resources are used. Working group members are gaining skills in project design and decision-making and increased confidence, particularly in dealing with non-Aboriginal stakeholders. This outcome is underpinned by strong collective decision-making by working groups, effective meeting support and information provided by CD staff, and respectful two-way relationships between program participants and staff.

There were two key suggestions for further strengthening Aboriginal engagement, ownership and control in general, with a separate set of suggestions made below for young people. First, Aboriginal people suggest that this outcome can be extended by strengthening communication between staff and Aboriginal people, including through more regular use of interpreters. The English speaking and literacy skills of Aboriginal participants is varied, as is the ability of CLC staff to communicate in local Aboriginal languages and deliver technical Western governance and project management concepts

clearly in English. While some Aboriginal groups may choose not to use an independent interpreter, preferring to interpret themselves informally, the CLC should ensure that each group is consulted on if and how interpreting will be done at the start of each new process.

Second, some Aboriginal participants want to be more engaged in project and partner management. CLC staff have found that inviting project partners to working group meetings and taking working group members to meetings with project partners is effective in building relationships and promoting communication. It is particularly effective when discussions include local Aboriginal staff of partner organisations. However, staff find it is resource-intensive to prepare Aboriginal participants to engage meaningfully in these discussions with partners and there is a tendency to involve the same high capacity working group members, rather than ensuring less powerful or vocal working group members are involved. The CLC would benefit from articulating its approach for engaging Aboriginal participants in discussions with project partners, including attention to resourcing this work and ensuring it is inclusive of a range of group members.

Increased Aboriginal engagement, ownership and control is more limited when it comes to young people. As was the case in 2018/2019, key informants highlighted the need to get more young people on working groups and involved in planning and decision-making. Some progress has been made in some projects and locations where Aboriginal people have prioritised engaging young people, such as the work with Ntaria traditional owners to bring younger women onto the CLM working group and the succession work done by WETT. While they provide important lessons for how to get more young people engaged in the CD program, overall, this continues to be a challenging area. Aboriginal peoples' suggestions for how to address youth engagement include: mentoring and encouragement from senior group members, providing more training, workshops and study trips for Aboriginal participants, and making CD meetings more fun and engaging. One particularly interesting idea raised was facilitating two-way leadership workshops in community, which could provide less formal early engagement for young people. As the CLC begins to trial some of these ideas it will be important to document and learn from each case to build a deeper understanding of what works in engagement young people and why.

While the program continues to support Aboriginal engagement, ownership and control within the CD process, monitoring continues to suggest that this is generally not extending beyond the program. Aboriginal respondents describe other organisations and processes operating in their communities as ones in which they generally have no control and cannot get their voices heard. Suggestions from Aboriginal people for how this can be addressed include:

- Doing more to build the governance capacities of working groups,
- Supporting them to work more collaboratively with other organisations on specific issues, and
- Teaching or training others to work like the CD Program.

To extend what is being achieved in this outcome area and amplify engagement, ownership and control beyond the CD process, the CLC will need to consider how to take these suggestions forward. The program may need to expand the work it is doing in governance development and lobbying and advocacy to increase Aboriginal voice and control. This already occurs to a limited degree in some projects but could be enhanced. Given this work requires additional resourcing it will need to be done strategically and selectively. Deeper governance work could be supported with select working groups where there is an identified interest, need and resourcing available, like the focused work being done with the GMAAAC Directors. In terms of lobbying and advocacy, high priority issues that align with the Land Council's policy priorities could trigger more focused work in collaboration with CLC policy staff.

**2. Generate outcomes which benefit Aboriginal people and are valued by them, including social, cultural and economic outcomes.**

The program is delivering a broad range of benefits that are making remote communities and homelands better places to live. They range from large, multi-year, regional projects to small, one-off projects. Sport and recreation infrastructure, culture projects (country visits, ceremony, bilingual materials, cultural databases), health (renal support), funeral support, and outstation upgrades are all highly valued by Aboriginal people.

Many projects include at least some Aboriginal training and employment, with 470 Aboriginal people employed for a combined total of 32,107 hours across the CLC region on projects they funded. This represents a strong contribution towards total Aboriginal employment in the region and a significant outcome. The program is effective on this front because it utilises the local knowledge and networks of Aboriginal people in project design and implementation, prioritises Aboriginal employment as an important budgeted, reported and accounted outcome, and it partners with capable, local Aboriginal organisations. The program has found that employment approaches are most effective when partner organisations work with Aboriginal people in culturally sensitive and respectful ways, provide advance notice of when work is going to be available, and provide support and mentoring, including helping to alleviate some of the barriers such as facilitating transport. The CLC Employment Officer has supported Aboriginal employment on some CD projects and it is recommended they are routinely engaged to liaise between project partners and employees in future.

There is a continued trend of some groups focusing more on long-term visions and projects that deliver substantive outcomes. This is being supported by CD staff who are using various strategies to facilitate deeper planning processes. While WETT has long worked to a long-term approach, it is now also evident in the work being done by GMAAAC and the URM Project. This approach could be extended by basing some CD staff in priority communities or resourcing staff to spend more time doing community engagement work, and employing Aboriginal community members to work alongside CD staff. For groups with low income, the CLC continues to encourage them to slow down, prioritise and save up their money until more substantial projects can be funded. While the CD program is seeking to support long-term, sustainable development outcomes, Aboriginal groups and communities will always have short-term and immediate needs, particularly given inadequate government funding, therefore a balance needs to be supported.

While many Aboriginal people are benefitting from the program, there continues to be a sense that not enough is being done for young people given their considerable needs and more projects should focus on them. In some locations this may be because governance groups are composed predominantly of older people who do not prioritise young people enough or do not know how to help young people effectively. The CD program needs to focus more attention on engaging younger people on governance groups and finding ways to incorporate younger peoples' priorities and knowledge in planning processes. Forming sub-committees of younger people to develop priorities or plans that can be fed into the main governance group is one possibility.

There is also concern that some families are missing out when project income is spent on homeland upgrades. This is mainly an issue for the NT Parks Project, with none of the 16 Park traditional owner groups having sufficient income to upgrade and maintain every homeland they have connections to. Homeland funding is an ongoing priority and challenge, which Aboriginal people and organisations

continue to grapple with. Some groups manage the challenge by prioritising and taking turns in upgrading homelands, however, this does not overcome the demand. The CD program should continue to work closely with the CLC policy unit, which advocates on homeland funding as one of Council's top priority policy issues. Unless more funding from government or other sources is provided for homeland upgrades and maintenance this issue is likely to continue to create challenges and inequity within the CD program.

Aboriginal key informants made several suggestions to further strengthen results in this outcome area. First, Aboriginal people want CD staff to bring more information and ideas that address their priorities, which was also a key theme in the 2019 interviews. CD staff are very conscious of the need to bring information that responds to Aboriginal priorities and aspirations and does not in any way seek to tell people how they should focus their attention and income. But given the clear invitation from Aboriginal participants to CD staff to be more proactive in information sharing, this suggests staff need to routinely ask Aboriginal groups what further information they want (if any) as a core part of the CD process.

An interesting new suggestion made by Aboriginal key informants in three locations to strengthen this outcome area is to collaborate more with other local organisations to address complex issues, such as those facing young people. The suggestion was that working groups need to meet with other local service providers and design possible solutions together, rather than each designing projects separately and then engaging with each other. This thinking is consistent with recent developments in international and domestic development where there is an emphasis on forming coalitions of key stakeholders to take collective action based on shared issue analysis and genuine partnerships. The CLC will need to consider how to progress this strategy, possibly starting by discussing it with the working groups in the three locations where the need for it was identified.

### **3. Build an evidence base for the CLC's community development approach and the value it has for contributing to Aboriginal capabilities.**

The CLC continues to develop an evidence base for its CD approach, despite its relatively limited budget for monitoring and evaluation. One independent WETT project evaluation was completed in this period and WETT also continued to develop its own monitoring and evaluation framework. This 'Tracking and Learning Plan' is being co-designed by the WETT Advisory Committee, CLC and the Institute at La Trobe University, and is the first time a CD Project has invested in its own tailored monitoring and evaluation approach. WETT's intention is to support WETT decision-making, ensure accountability to Warlpiri and develop more evidence about what works and why in line with Warlpiri worldviews and priorities. As part of this project the Institute has received WETT funding to employ an experienced Warlpiri educator, on the research team. This position is proving critical in supporting the co-design of a tracking and learning approach that meets WETT's information needs.

Alongside this focused WETT work, the CLC is primarily developing its evidence base through program monitoring. CD staff continue to see value in this work and are actively engaged in supporting data collection, analysis and further refinement of the CD approach. Program staff, supported by the Contracts and Project Officer position, also continue to work to improve the Unit's systems and processes for collecting, synthesising and presenting data, including ensuring project partners are providing required data.

There are signs that CD staff are increasingly feeding back monitoring findings and supporting Aboriginal governance groups to use them to make their own decisions and improvements. For example, in response to community feedback collected through independent monitoring interviews the Ntaria working group changed its membership to include more young women. This was an issue the male-dominated working group and the CLC had been aware of for years, but it had never had such clear feedback from the community that it needed to be addressed. The working group went through a careful process of identifying and consulting potential candidates. This has resulted in a more representative working group in which younger women are now active members. CD staff reported that the production of a two-page summary infographic has made it easier for them to disseminate key findings.

To address the limited resourcing for monitoring and evaluating given this is a multi-million-dollar program, the CD Unit put together a funding bid as part of the 2020/21 budget process. This included provision for the program's first monitoring and evaluation position, plus funding to develop a comprehensive monitoring and evaluation strategy. It is critical that the CLC continues to evolve its monitoring and evaluation approach to keep pace with the increased size and complexity of the program in order to properly understand what is working and why, including giving attention to impact and outcomes.

#### **4. Share lessons learned with other government and non-government agencies**

Aboriginal people continue to see sharing the outcomes and lessons learned from the CD Program as a high priority. Aboriginal key informants highlight that this goes beyond promoting the CLC's good work and getting more support for that, to teaching and influencing other entities to use a community development approach. Government and other organisations can learn from the CLC CD program how to support Aboriginal voice, control and decision-making in order to achieve better, locally valued development outcomes.

Pandemic travel restrictions reduced the CLC's ability to share lessons learned in this period but given this challenging operating context there was still some progress made. Aboriginal program participants presented on the WETT and URM Projects at the national Secretariat of National Aboriginal and Islander Child Care Conference in Adelaide in September 2019. They also gave a guest lecture on this work to University of South Australia students. In addition to regular presentations at Council meetings by the CD Manager and Aboriginal program participants, one edition of the CD News was produced in this period. WETT also presented at the Puliima Indigenous Language and Technology Conference in August 2019 in Darwin.





*WETT Advisory Committee members presenting at the Puliima Indigenous Language and Technology Conference in August 2019*

The CLC Policy and CD Units are considering how best to extend and resource lobbying and advocacy work on the CD Program to generate more substantive development outcomes across Central Australia. This is likely to be an increased focus of the program going forward.

## 5. Conclusions and recommendations

Aboriginal people across Central Australia continue to value and support the CD program. It is strengthening remote Aboriginal communities, homelands and people's lives and futures, through the successful delivery of projects. The governance process is increasing Aboriginal people's collective control and ownership of their resources and the issues faced in their communities. Together, the decision-making processes and the participatory project planning and implementation is increasing Aboriginal people's knowledge, skills and confidence in community development and building community pride. The strong Aboriginal leadership of decision-making groups that are willing to take challenging steps to reach outcomes big and small is underpinning this, as well as the professional and considered inputs of CD staff. Essential ingredients in the relationship between decision-making groups and CD staff is respect, a shared commitment to learn from each other's strengths and honesty.

The program also continues to deliver diverse benefits to participants engaged in the planning process and more broadly to those participating in the project activities. Communities in the Tanami region, Southwest region and the beneficiaries of longer-term governance groups are increasingly benefiting, particularly children and young people who are becoming more of a focus. At the same time, there is

a clear need for the program to increase the engagement of younger people in the process and to support planning that addresses the complex issues affecting children and young people. This report includes a range of strategies suggested by Aboriginal people that may support this.

There continues to be evidence of deeper engagement processes supporting Aboriginal groups with longer-term thinking and planning towards more substantial development initiatives. This has the potential to contribute to more transformational development outcomes. But it also more resource intensive to support this deeper planning and larger projects are often more complex and challenging to deliver, therefore requiring more CD staff support. This is compounded by the lack of capable organisations willing and able to deliver projects in line with Aboriginal people's plans. CLC staff already invest significant time in building relationships with and the capacity of partner organisations, which could be further strengthened through partnership brokering. There is also the potential to support some Aboriginal groups take a more collaborative approach to working with other community stakeholders on some issues.

To ensure that the quality of the CD process is maintained as more comprehensive planning is done, and in the context of some Project income streams continuing to grow, the CLC will need to ensure its staff resourcing is adequate. Future staffing should include attention to local Aboriginal employment, basing some CD officers in remote locations and/or ensuring staff can spend adequate time in communities, and diversifying the staffing base. Additional roles focused on youth engagement, partnerships and collaboration, infrastructure project design and management, and monitoring and evaluation would enhance program quality. The program should routinely engage the CLC Aboriginal employment officer function in support employment outcomes.

There is potential for the CLC to amplify Aboriginal engagement, ownership and control beyond the CD program both within Aboriginal communities and the broader systems operating in Central Australia. This year's monitoring builds on 2018/19's by highlighting that Aboriginal people want more control over their own development through government and other organisations' forums and processes, and they want the CLC's help to gain this control. The redevelopment of the CLC Community Development Framework 2016-20 provides an important opportunity for the CLC to extend its current approach so that it includes a focus on systems change. These strategies will need to be fit-for-purpose and, like the rest of the program approach, developed respectfully with Aboriginal people to address their priorities and meet their needs.

## Appendix A – Approach to Monitoring

### Purpose and focus

The intention of the CD Program monitoring is to track change over time through quantitative and qualitative assessment. Information is drawn from a mixture of sources, including regular project reporting, community-based monitoring, staff reflections and, when available, independent evaluations of specific projects. Annual monitoring, including interviewing Aboriginal project participants, has been undertaken since 2010.

In addition, specific projects or areas of work are chosen for additional attention each year. This year's monitoring followed the 2018-19 approach and explored Aboriginal views on the CD program's achievements to date and what has contributed to them, as well as how the program needs to work in future to best support Aboriginal people. It explored the additional topic of how the program can best involve and support younger people. This is to inform how the CD Program is taken forward over the next five-year period and the preparation of a 2021-2025 CD Framework and associated Monitoring and Evaluation Strategy.

### Data Collection

This year's monitoring drew on a combination of quantitative and qualitative data. Quantitative data were collected by the CD Unit on the amount of income allocated by groups, the number of projects funded and completed, and the number of community engagements by staff.

Qualitative data were collected through document review of project reports from organisations delivering funded projects, participatory staff reflection workshops facilitated by one of the report authors and using the staff reporting template below, and key informant interviews.

#### *Key informant interviews*

##### **Background**

This data collection approach focused on seeking the views of key Aboriginal informants who have participated in and observed the program over time, and who have a comprehensive understanding of the complexity of Aboriginal people's lives and the challenges in working with royalties to strengthen Aboriginal lives and futures.

To get the best outcome from these interviews, the CLC provided respondents with a one-page summary document explaining the purpose of the interview and the key topics that would be covered. This made clear that the CLC was seeking open and honest feedback, including critical feedback, to improve the work going forward.

Interviews focused on assessing progress on the CD program's first two objectives:

1. Maximise opportunities for Aboriginal engagement, ownership and control, particularly in relation to the management of resources that belong to them.
2. Generate service outcomes which benefit Aboriginal people and are valued by them, including social, cultural and economic outcomes.

The program's secondary objectives - building an evidence base for the CD approach and sharing lessons learned - were not directly raised with respondents.

##### **Interview Questions**

Three key topics were explored using a semi structured interview approach.

### 1. CD Project Objectives

The interviews started by talking through the program's two primary objectives to ensure respondents were familiar with them. This was followed with a discussion about these two objective areas – engagement/ownership/control and project benefits - using the following questions:

- In your experience what have been the most important/best achievements of the CD Program?
- What has supported these achievements? How has the CLC supported these achievements?
- Who has benefitted most from these achievements and how? Are there any people or groups that have missed out on the benefits?

### 2. CD program goal

This topic was explored with the questions:

- What more could have been done by the CD Program, beyond working on the current two objectives, to support Aboriginal people to live well in two worlds?
- What does the program need to do differently or better in future to support Aboriginal people?

### 3. Better engagement and support of younger people

It was explained to people that key informants interviewed in 2019 had identified the need to do more to involve and support younger people as the highest priority for the program in future. They were then asked the question:

- What are your ideas for how to do this?

### **Sample and limitations**

Key informant interviews were conducted with 24 Aboriginal people by an independent consultant with expertise in research in Aboriginal communities. A deliberative sample approach was used to select Aboriginal people who have had extensive involvement in the CD Program. The sample focused on Aboriginal program participants, but also included one Aboriginal CLC staff member with experience of the program. The focus this year was on seeking input from the East and Southwest regions, hearing at least some views of younger people (between 30 and 40 years old) and seeking a gender balance. Of the 24 Aboriginal people interviewed 13 were from the East, 10 were from the Southwest and one was CLC staff based in Alice Springs. 10 out of 24 respondents were younger people who have knowledge and experience of the program, which was a significant increase from the two younger people interviewed in 2019. This reflects the fact that many experienced CD program participants are senior people - who have the cultural authority to make decisions - and while some of the next generation are also involved, young people (for example in their 20s) are generally not involved in decision-making. A better gender balance was achieved this year with 13 women and 11 men interviewed.

The small sample size creates limitations with this data source, which are addressed in part by triangulating it with other quantitative and qualitative data in this report.

## Data analysis

The material from all sources was collated, analysed and presented in an interim report by independent consultants from La Trobe University.<sup>12</sup> This analysis built on previous years' information and used the Program's four objectives as the framework. The interim report and draft analysis were further considered and analysed by CDU staff at a series of workshops facilitated by one of the consultants in May and June 2021. This contributed to the final analysis in this report.

## Appendix B – Staff reporting template

### *Purpose*

The purpose of further developing the staff reporting template is to increase the focus on outcome information both at the level of the projects themselves and moving to look at the locations and across regions. While it is useful to know what activities people have been involved in and you might still want to capture some of the information for your own internal purposes I think we also need to shift the activity information towards something that we can use for external audiences. Therefore, the template provided has much less space around activities and a lot more questions around the overall processes in which staff are involved and the context in which these techniques are applied. They are designed to track information around your overall objectives.

This template can also help track the extent to which issues identified are addressed and lessons learned are shared. An additional question has been added to keep track of what is done with suggestions made in these reflections.

### *Process*

The following template should be completed each six-month period. It is best done by teams rather than by individuals adding into the template so that there is some discussion in the teams prior to the information being entered. Ideally the senior CD team meeting should review these reflections and address any issues or discuss any key learnings at their regular meetings.

Explore methods to facilitate the team reflection process, for example either the CD Manager or an external person facilitating so that there is consistency in approach across the three teams, plus so that senior CDOs can participate fully in the reflection process.

---

<sup>12</sup> Dr Danielle Campbell and Dr Linda Kelly.





**CENTRAL LAND COUNCIL**

*Central Land Council – Community Development  
Staff Reflections*

**Date:**

**Region:**

**Attendees:**

**Facilitator:**

---

Questions	Reflection
Outline any significant governance changes within or of the group in any of the communities. These can be positive or negative.	
Why are these changes so significant?	
Outline any significant outcomes which benefit Aboriginal people in any location in the past six months.	
Why are these changes significant?	
Outline any other influences on development in that location in the past six months (positive or negative).	
Any other observations about any location or project?	
Are there any actions or changes which CDU should consider in light of the observations above?	

## Appendix C – Additional WETT information

*Table 5 - WETT programs/projects funded in 2019/20*

<b>Community</b>	<b>Project</b>	<b>Organisation</b>	<b>Status - Approved, In progress or Completed</b>	<b>Objective</b>
Lajamanu	Lajamanu Community Learning Centre	WYDAC	Approved	Learning Centres
Willowra	Willowra Playgroup Early Learning Centre	World Vision Australia	Approved	Children & Families
Willowra / Nyirrpri	Willowra & Nyirrpri Community Learning Centre Program	BIITE	Approved	Learning Centres
Willowra Nyirrpri Lajamanu Yuendumu	Production & Distribution of Warlpiri Resources 2020 - 2022	Yuendumu School	Approved	Language & Culture in Schools
Yuendumu	Early Childhood Support Fund - Yuendumu Child & Family Centre 2020 - 2021	Yuendumu School	Approved	Children & Families
Yuendumu	Wage Contribution - Yuendumu School Language and Culture Events Officer 2019	Yuendumu School	Approved	Language & Culture in Schools
Lajamanu	Early Childhood Support Fund - Lajamanu Childcare	WYDAC	Approved	Children & Families
Nyirrpri	Early Childhood Support Fund - Nyirrpri Childcare	TBC	Approved	Children & Families
Willowra Nyirrpri Lajamanu Yuendumu	Independent Evaluation of WYDAC Youth Development Program 2019 - Increase	Nous Group Pty Ltd	Approved	Youth Development
Yuendumu	Yuendumu Learning Centre 2018-2020 - Increase	WYDAC	Approved	Learning Centres
Tanami Region	Secondary School Support - Other (Boarding Schools) 2020-2021	Multiple Secondary Schools	Approved	Secondary Support
Willowra Nyirrpri Lajamanu Yuendumu	WYDAC Youth Development Program 2020 - 2021	WYDAC	Approved	Youth Development
Willowra / Nyirrpri	Additional Allocation for Willowra & Nyirrpri Learning Centres - Yapa Wages	BIITE	Approved	Learning Centres

## Appendix D – Additional GMAAAC Information

*Table 6 – GMAAAC committee, community and informal consultations 2019-20*

<b>Consultation type</b>	<b>Jul - Dec 2019</b>	<b>Jan - Jun 2020</b>	<b>Total</b>
Committee meeting	11	4	15
Community meeting	8	5	13
Informal consultations with community members	18	29	47
<b>Total</b>	<b>37</b>	<b>38</b>	<b>75</b>

Table 7 - GMAAAC projects funded in 2019/20

Community / Regional	Project	Organisation	Status - Approved, In progress or Completed	GMAAAC Objective
Balgo	Men's Sport Top Up	AAMC	In Progress	Health - Sports Operations Inc. Transport
	Women's Sport Top Up	AAMC	In Progress	Health - Sports Operations Inc. Transport
	Football Oval Upgrade	EKJP	Approved	Health - Sports Operations Inc. Transport
	Football Fees	EKFL	In Progress	Health - Sports Operations Inc. Transport
	Strengthening Women's Culture	KWC	In Progress	Social Cohesion, Law & Culture - Promoting Warlpiri Culture & Identity
	Sports Bus R&M	AAMC	In Progress	Health - Sports Operations Inc. Transport
	Ceremony Fund Top Up	AAMC	In Progress	Social Cohesion, Law & Culture - Teaching & Practicing Culture
	Sorry Fund Top Up	AAMC	In Progress	Social Cohesion, Law & Culture - Funeral & Sorry Support
	Funeral fund top up	AAMC	In Progress	Social Cohesion, Law & Culture - Funeral & Sorry Support
Billiluna	Men's Sport Top Up	AAMC	In Progress	Health - Sports Operations Inc. Transport
	Women's Sport Top Up	AAMC	In Progress	Health - Sports Operations Inc. Transport
	Billiluna Sorry	AAMC	In Progress	Social Cohesion, Law & Culture - Funeral & Sorry Support
	Billiluna Law & Culture	AAMC	In Progress	Social Cohesion, Law & Culture - Teaching & Practicing Culture
	EKFL Football Fees	EKFL	In Progress	Health - Sports Operations Inc. Transport
	Football Oval Seating	EKJP	Approved	Health - Sports Operations Inc. Transport
Lajamanu	Renal Support Office	WDNWPT	Approved	Infrastructure - Project Related
	School Nutrition Program	Lajamanu School	In Progress	Education - Promoting School Attendance
	PAW Media Office Space - Lajamanu	PAW Media	Approved	Infrastructure - Project Related
	Waterpark Technical Specialist	Ekistica (CAT Projects)	In Progress	Infrastructure - Playgrounds
	Water Supply - Baptist Church	Global Interaction NT	In Progress	Infrastructure - Essential Services
	Men's & Women's Sports	WYDAC	In Progress	Health - Sports Operations Inc. Transport
	Sport Weekend 2020	WYDAC	In Progress	Health - Sports Operations Inc. Transport
	AFL Regional Development Manager - Variation	AFL NT	In Progress	Health - Sports Operations Inc. Transport
Nyirripi	Men's Sport Operational Increase - Variation	Nyirripi AC/Nyirripi Store	In Progress	Health - Sports Operations Inc. Transport

	Women's Sport Operational Increase	Nyirripi AC/Nyirripi Store	In Progress	Health - Sports Operations Inc. Transport
	Sport Weekend 2019	Nyirripi AC/Nyirripi Store	In Progress	Health - Sports Operations Inc. Transport
	Nyirripi Sports Bus Increase	WYDAC	In Progress	Health - Sports Operations Inc. Transport
	East Park Upgrade	CDRC	In Progress	Infrastructure - Playgrounds
	Desert Rose Church Consults & Design	Rhebo Pty Ltd	In Progress	Infrastructure - Churches
	Dialysis Clinic	WDNWPT	In Progress	Infrastructure - Essential Services
	Music & Media Training	WYDAC	In Progress	Education - Music & Media
	Nyirripi Art Centre Support	Warlukurlangu Artists	In Progress	Social Cohesion, Law & Culture - Promoting Warlpiri Culture & Identity
	Sport Weekend 2020	Nyirripi AC/Nyirripi Store	In Progress	Health - Sports Operations Inc. Transport
	East Park Shade Structures	CDRC	Approved	Infrastructure - Playgrounds
	Softball Grandstands	Tangentyere Constructions	Approved	Infrastructure - Sports
	Football Grandstands	Tangentyere Constructions	Approved	Infrastructure - Sports
	CAFL Fees 2020	AFL NT	In Progress	Health - Sports Operations Inc. Transport
	Telstra Small Cell	Telstra	In Progress	Infrastructure - Essential Services
Ringer Soak	Basketball Court Project	NT Sport & Playground Surfacing	Approved	Infrastructure - Sports
	Sorry Support	AAMC	In Progress	Social Cohesion, Law & Culture - Funeral & Sorry Support
	Ceremony Support	AAMC	In Progress	Social Cohesion, Law & Culture - Teaching & Practicing Culture
	Sport & Rec	AAMC	In Progress	Health - Sports Operations Inc. Transport
Willowra	Funeral Support	AAMC	In Progress	Social Cohesion, Law & Culture - Funeral & Sorry Support
	Sorry Support	AAMC	In Progress	Social Cohesion, Law & Culture - Funeral & Sorry Support
Yuelamu	North and South Park Playground Fences	CDRC	In Progress	Infrastructure - Playgrounds
	United Pentecostal Church Solar and Lights	Photon Solar	Completed	Infrastructure - Churches
	United Pentecostal Church Fence	Hardy Fencing	In Progress	Infrastructure - Churches
	United Pentecostal Church building insurance	CLC	In Progress	Other - Essential Services
	Yuelamu Music Program Scoping	PAW Media	In Progress	Education - Music & Media
	Telstra Small Cell	Telstra	Approved	Infrastructure - Essential Services
	Dialysis Clinic	Purple House	Approved	Infrastructure - Medical
	CAFL Fees 2020	AFL NT	In Progress	Health - Sports Operations Inc. Transport
Yuendumu	Emergency Travel Support - Medical & Sorry - Variation # 2	YWCAC	In Progress	Other - Essential Services
	Xtra Mile Transport and Recovery Service - Establishment Costs	Transport Planning and Management	In Progress	Other - Essential Services

	School Nutrition Program 2 years	Yuendumu School	In Progress	Education - Promoting School Attendance
	School Language Resource Officer 2 years	Yuendumu School	In Progress	Education - Language & Culture
	WANTA Sports Academy 3 years	WANTA AC	In Progress	Education - Promoting School Attendance
	WANTA House	WANTA AC	In Progress	Infrastructure - Project Related
	PAW Music Program	PAW Media	In Progress	Social Cohesion, Law & Culture - Promoting Warlpiri Culture & Identity
	Video Department Operations	PAW Media	In Progress	Social Cohesion, Law & Culture - Documenting Culture & History
	Language + Culture Room Archives Workers	PAW Media	In Progress	Social Cohesion, Law & Culture - Documenting Culture & History
	Women's Bush Camp + Ceremony 2020	YWCAC	In Progress	Social Cohesion, Law & Culture - Teaching & Practicing Culture
	Healthy Meals Stage 2	YWCAC	Approved	Infrastructure - Project Related
	Op Shop + Laundry Stage 2	YWCAC	Approved	Infrastructure - Project Related
	Yawulyu Culture Project Stage 2 Exhibit	YWCAC	Approved	Social Cohesion, Law & Culture - Documenting Culture & History
	Baptist Church Repairs 2020	Tangentyere Constructions	Approved	Infrastructure - Churches
	Insurance Project 3 yrs + Excess	CLC	Approved	Infrastructure - Other Community
	Converge Conference 2020	PAW Media	Approved	Social Cohesion, Law & Culture - Documenting Culture & History
	Healthy Dogs Program 2 years	Warlu-Kurlangu Artists	In Progress	Social Cohesion, Law & Culture - Promoting Warlpiri Culture & Identity
	Warlpiri Dancers at the Pacific Festival for Indigenous Cultures	University of Sydney	In Progress	Social Cohesion, Law & Culture - Promoting Warlpiri Culture & Identity
	Yuendumu Sports Operational 2020	WYDAC	In Progress	Health - Sports Operations Inc. Transport
	Yuendumu Sports Weekend 2020	WYDAC	In Progress	Health - Sports Operations Inc. Transport
	Tanami Summer Comp 19/20	WYDAC	In Progress	Health - Sports Operations Inc. Transport
	Warlpiri Language + Culture Course	WYDAC	Approved	Education - Language & Culture
	Refurbish Mt.Theo Activity Room 2	WYDAC	Approved	Infrastructure - Project Related
	Healthy Meals Stage 1 (increase)	YWCAC	In Progress	Infrastructure - Project Related
	Emergency Assistance Project (increase)	YWCAC	In Progress	Other - Essential Services
	AOG Toyota Coaster (decrease)	Desert Life Church	Approved	Infrastructure - Churches
	Yuendumu School Improvements - Stage 1 Design - Increase	Yuendumu School	Approved	Infrastructure - Schools
	Womens Museum Tender - Variation	Warlukurlangu Arts	In Progress	Social Cohesion, Law & Culture - Promoting Warlpiri Culture & Identity
	Emergency Travel Support - Medical & Sorry - Variation	YWCAC	In Progress	Other - Essential Services



## Appendix E – Additional URM information

*Table 8: URM traditional owner, working group and informal consultations 2019/20*

Consultation type	Jul - Dec 2019	Jan - Jun 2020	Total
WG / Committee	1		1
Traditional Owner Meeting	1		1
Informal consultations with community members	5	5	10
Project partners and other stakeholders		3	3
<b>Total</b>	<b>7</b>	<b>8</b>	<b>15</b>

*Table 9: URM projects funded in 2019/20*

Community / Regional	Project	Organisation	Status - Approved, In progress or Completed	Objective
Imanpa	Imanpa Cemetery Fence	Sydney Maloney	Completed	Church & Cemetery Upgrades
Mutitjulu	Mutitjulu Cemetery Infrastructure Project	MCAC	Completed	Church & Cemetery Upgrades
Ulpanyali	Ulpanyali Cemetery Fence	Sydney Maloney	Completed	Church & Cemetery Upgrades
URM Region	NPY boarding school support	NPY Women's Council	In progress	Education
URM Region	APY Cemeteries Project	RASAC	On hold due to COVID & CDP	Church & Cemetery Upgrades
URM Region	Ara Irititja Printing Project	Ara Irititja AC	Completed	Language & Culture
URM Region	Bilingual Resources Project	Tangentyere Land & Learning Unit	In progress	Language & Culture
Utju	Utju Cemetery Fence	Tangentyere Constructions	Completed	Church & Cemetery Upgrades
Mutitjulu	Mutitjulu Cultural Centre	MCAC	Completed	Language & Culture

## Appendix F – Additional NT Parks Project information

Table 10 – NT Parks traditional owners, working group and informal consultations

Consultation type	Jul - Dec 2019	Jan – Jun 2020	Total
Working group meeting	20	4	24
Traditional Owner Meeting	4	1	5
Informal consultations with community members	23	17	40
Project partners and other stakeholders	27	18	45
<b>Total</b>	<b>74</b>	<b>40</b>	<b>114</b>

Table 11 – NT Parks projects funded in 2019/20

Park	Project	Organisation	Status	Objective
Finke (Palm paddock)	Palm Paddock Fencing Project	Yalka Ratara AC	In progress	Homelands
Finke (Palm paddock)	Palm Valley Old Ranger Station R&M Project	Yalka Ratara AC	Approved	Homelands
Judbarra	Lingarra Meeting Place Project	VDRC	In Progress	Homelands
Judbarra	Lingarra Generator Diesel Support Project	VDRC	Completed	Homelands
Watarrka	Utju Church Upgrades Project	Centre for Appropriate Technology	Cancelled	Church & Cemetery Upgrades
West Mac (Western)	Inkamala Family Men's Ceremony Support project	Ngurratjuta/ Pmara Ntjarra AC	In Progress	Language & Culture
West Mac (Western)	Mt Zeil Family Mens Ceremony Support Project	Ngurratjuta/ Pmara Ntjarra AC	In Progress	Language & Culture
Arltunga	Pantharrpilenhe Shade Shelter Project	SWEL	Approved	Homelands
Arltunga	Pantharrpilenhe Ablutions Block Project	Tangentyere Constructions	Approved	Homelands
East Macs (Williams)	Uluperte House # 3 - Airconditioners & Solar HWS	Tangentyere Constructions	Approved	Homelands
Finke (InarlangaLatna)	Old Station & Akanta Outstation Fencing Project	Sydney Maloney	In Progress	Homelands
Finke (InarlangaLatna)	Rumpa Bore Survey Project	Ride Consulting	Completed	Homelands
Finke (InarlangaLatna)	Akanta Mobile Satellite Small Cell Project	Telstra	Approved	Homelands
West Mac (East)	Iwupataka Water Infrastructure Upgrade	Tangentyere Design	Approved	Homelands
Yeperenye	Emily to Jessie Gap Track Investigation Project	Tricky Tracks Pty Ltd	Completed	Language & Culture
East Macs (Oliver)	Williams Well Bathroom Upgrades & House 3 Kitchen Upgrade	Ingkerreke Outstations Resources AC	In progress	Homelands
East Macs (Oliver)	Williams Well Sports Uniforms	Intersport Alice Springs	Completed	Sport
Native Gap	Burt Creek Meeting Place Upgrade	Ingkerreke Outstations Resources AC	In progress	Homelands
Native Gap	Anpanaye Outstation Infrastructure	Ingkerreke Outstations Resources AC	In progress	Homelands
West Mac (Central)	Tjoritja Central Ceremony Support Project	Ngurratjuta/ Pmara Ntjarra AC	In progress	Language & Culture
West Mac (Central)	Tjoritja Central Education Support	Ngurratjuta/ Pmara Ntjarra AC	In progress	Education
West Mac (Central)	Roulpmalpma 2 House Relocation Project - Addendum	Tangentyere Constructions	In progress	Homelands
West Mac (Central)	Eight Mile Ablution Block	Tangentyere Constructions	In progress	Homelands

## Appendix G – Additional CLM Project Information

*Table 12 – CLM Project Community and working group meetings, plus informal consultations 2019/20*

Consultation type	Jul - Dec 2019	Jan - Jun 2020	Total
WG / Committee	13	5	18
Community	9	1	10
Informal consultations with community members	40	10	50
Project partners and other stakeholders	12	5	17
<b>Total</b>	<b>74</b>	<b>21</b>	<b>95</b>

*Table 13 – CLM projects funded in 2019/20*

Community	Project	Organisation	Status – Approved, In progress or Completed*	Objective
Ali Curung	Alekareng Wi-Fi Hotspot Project Top - Up	CAYLUS	Approved	Health
Ali Curung	Funeral Support Project	AAMC	Approved	Funeral Support
Laramba	Laramba Sport & Community Bus R&M	Laramba Community Store AC	In progress	Sports Grounds, Sport & Rec
Laramba	Laramba 2019 CAFL Fees	AFL NT	In progress	Sports Grounds, Sport & Rec
Laramba	Laramba 2020 CAFL Fees	AFL NT	Approved	Sports Grounds, Sport & Rec
Wetengerr/Epenarra	Epenarra Funeral Support Project	AAMC	Approved	Funeral Support
Wilora	Wilora Church Fence Project	CLC Rangers	Approved	Church & Cemetery Upgrades
Wilora	Wilora Airconditioner Maintenance & Repairs	Clarklec Electrical Services	Completed	Health
Alpururulam	Alpururulam funeral Support Project	AAMC	Approved	Funeral Support
Alpururulam	Alpururulam Church Insurance Project	CLC	Approved	Church & Cemetery Upgrades
Alpururulam	Alpururulam Christmas Dinner Project	Warte Alparayetye AC Store	In progress	Health
Alpururulam	Church and community hall water billing	Warte Alparayetye AC Store	In progress	Church and cemetery upgrades
Atitjere	Atitjere Funeral Support	AAMC	In progress	Funeral Support
Atitjere	Cemetery Fencing Project	CLC Rangers	Approved	Church & Cemetery Upgrades
Engawala	Engawala Sorry & Ceremony Project	Outback Stores	Approved	Language & Culture
Imanpa	Business Loan Support	Westpac Alice Springs	Completed	Business/Employment Support
Tara	Tara Music Equipment Project	Thangkenharenge AC	Completed	Health
Titjikala	Funeral Support Project	AAMC	In progress	Funeral Support
Titjikala	Melbourne Youth Excursion Project	MacDonnell Regional Council	Approved	Education
Ntaria	Ntaria Football Club League Fees	Finke River Mission	Approved	Sports Grounds, Sport & Rec
Ntaria	Ntaria Football Clubrooms - Security Fence			Sports Grounds, Sport & Rec
Ntaria	Lukura Development	Western Aranda Health AC	Approved	Health
Kintore	Kintore Ceremony Support	TBA	Approved	Language & Culture
Ntaria	Bethlehem Church Toilet Block	Tangentyere Constructions	Approved	Church & Cemetery Upgrades
Santa Teresa	Funeral Support Project	AAMC	Approved	Funeral Support