

CENTRAL LAND COUNCIL COMMUNITY DEVELOPMENT PROGRAM



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Monitoring Report

July 2018 – June 2019

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Cover photo: Alekarenge Community Development Working Group and Warlpiri Education and Training Trust representatives receiving their Indigenous Governance Awards in Melbourne in November 2018 – Photo by Reconciliation Australia-Jillian Mundy

Key Messages



ABORIGINAL MONEY GOVERNED BY ABORIGINAL PEOPLE FOR COLLECTIVE BENEFIT



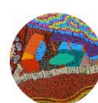
**\$20.3
MILLION**
APPROVED FOR
PROJECTS



70+
ABORIGINAL
GOVERNANCE
GROUPS



360
COMMUNITY
ENGAGEMENTS







214
NEW COMMUNITY
BENEFIT PROJECTS
FUNDED



Alekarenga Community Development Working Group members receiving Indigenous governance awards in Melbourne November 2018. Photo: Central Land Council.

SUCCESS FACTORS

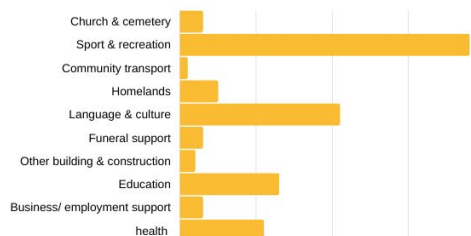
-  Strong Aboriginal leaders
-  Positive relationships between Aboriginal participants and CD staff
-  Experienced CLC CD officers
-  Sharing ideas through CLC CD News

PROGRAM RESULTS

-  Two CD governance groups recognised by Reconciliation Australia's Indigenous governance awards (pictured)
-  475 Aboriginal people employed across the program
-  6,424 hours of non-accredited and 1,640 hours of accredited training delivered
-  11,935 visits to the four Warlpiri Education and Training Trust (WETT) learning centres
-  49 secondary students went on interstate school excursions and 32 boarding school students supported
-  All Aboriginal key informants said the CD Program is making remote communities and homelands better places to live

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:



BACKGROUND PROGRAM INFORMATION

COMMUNITY DEVELOPMENT GOALS

- 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





"In the 1950s in the old films you can see how the whitefellas are talking, taking kids away and trying to make us whitefellas. We have our own culture and we are getting back what was taken. It's good like that. The Community development program is part of that process of giving back control."
 Aboriginal participant – South West



Marcus Bristow, Anthony Bristow, Chris Tommy, Mack Murphy and Billy Stafford at one of the Yuelamu street lights they installed.

"This football club was built through the Community Development Project using Ntaria community lease money in partnership with Tangentyere Constructions. This is a really big achievement, the best achievement. Other good projects are the Cemetery project, putting headstones and upgrading the cemetery. Ntaria school also does school excursions funded through the project and school holiday project."
 Aboriginal participant - South West

"We have a close bond with CD staff and each other on WETT. We have a talking relationship and they give us encouragement."
 Aboriginal participant – Tanami

"I'm on both WETT and GMAAAC Committees, WETT since 2007. It's been a good experience for me. At first, I was shy when I first started with WETT. I was just sitting and listening. Now I feel confident to speak up."
 Aboriginal participant – Tanami

"CD needs to be more innovative, more forward thinking, have more guidelines – can't keep building playgrounds."
 Aboriginal participant - South West



Janie Williams and Jasmine Spencer at their graduation with a Cert II in Family Wellbeing

"It's helped me develop leadership- talking, fighting for rights, using money proper way. For example, if we give money to a project the partner has to work properly and be accountable. I've learnt to talk at conferences... I learnt a lot-how to work in Yapa and Kardiya way."
 Aboriginal participant – Tanami

"I want the Shire to learn the way our people want to do things... It's happening already with the CD program, helping people live well; it's given people control and making them stronger."
 Aboriginal participant – South West



Shaquille Presley is enjoying his work as a lifeguard at the Wandandana Pool

"I tell you straight, if we didn't have CLC CD program community would be still struggling. We'd still be under Government rules, and things would be happening slowly, out of our control, or sometimes never."
 Aboriginal participant – Tanami



Nancy Oldfield with one of the Bilingual Resource Development Unit's publications



Ntaria year 7 and 8 students with Wanta staff at an excursion to Kings Canyon

"As a WETT Group sub-committee member I've learnt a lot. We give each other power and we talk strong and we teach each other by sharing good ideas. We can explain things to each other: 'Oh this is what it means, we have to go this way, not how we were thinking before' and talk about it... We teach young people. They listen to us carefully when we talk to them and that's important because young people are going to step in."
 Aboriginal participant – Tanami



Tania Andrews explaining how to make the spinifex resin during Tangentyere Bilingual Resources Project at Utju

"When we got our photo on the CD newsletter it made me feel really proud. I felt really proud seeing me and my family on the cover."
 Aboriginal participant – East

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 by 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, as well as strengthen their capacity to participate in mainstream Australia and receive benefits around improved health, education and employment.

This is the ninth annual report by La Trobe University's Institute for Human Security and Social Change on the long-running CD Program. This report provides an assessment of the CD program for 2018/19 and explores Aboriginal perspectives on program achievements to date, who has benefitted and who has missed out, success factors and ways to strengthen the program in future.

Methodology

A mixed methods approach was used, with an emphasis on eliciting the views of Aboriginal people with extensive knowledge of and experience in the program. The report authors conducted key informant interviews with 16 Aboriginal program participants and two senior Aboriginal CLC staff, and analysed over 100 project reports, CD staff reflections and quantitative project data. This draft analysis was presented to CD Unit for sense making and further analysis. This report presents the authors' final analysis, key findings and conclusions.

Findings

The CD program's most important achievements to date are strengthening remote Aboriginal communities and homelands, improving Aboriginal people's lives and futures, increasing Aboriginal people's collective control and ownership, and increasing Aboriginal people's knowledge, skills and confidence.

The **program continued to grow** in 2018/19 in terms of the overall amount of funding allocated and the numbers of projects funded. In this 12-month period, CD staff supported Aboriginal people to plan and allocate funding for **214 new projects for a total value of \$20.3 million**.

Children and young people within the Aboriginal groups involved in the program are among the **many people benefitting**. But there is still a need to do more for young people. Aboriginal groups in the South West and East are also missing out compared to those the Tanami region.

Funded projects are delivering a wide range of benefits, including **Aboriginal employment**. During this period 475 Aboriginal people worked a combined total of 36,063 hours across the CLC region. This is significant given the limited paid employment opportunities in remote communities and the benefits for people in getting even a small amount of work experience.

Aboriginal key informants identified the main **factors supporting the CD program's success** as strong Aboriginal leadership and positive relationships between Aboriginal participants and CD staff. Another key factor was the inputs of CD staff, including the way information is shared in well-run meetings, the work with project partners, and the production of the CD News. The **challenges that have limited program achievements** are the process and delivery of projects being too slow, some projects failing to deliver intended or sustained benefits, problems with partner organisations and inadequate CLC staff resourcing.

Aboriginal peoples' suggestions to strengthen the CD program include: a greater focus on supporting young people; teaching government and others to support and work like the CD program; supporting Aboriginal people to live well on their country, strong in language, culture and connections; increasing

CD staffing, including employing more local Aboriginal people in the team; speeding up the CD process and project delivery, without cutting corners; innovating and giving people more information to support longer-term thinking; and communicating program guidelines and project outcomes in culturally appropriate ways.

Assessment of CLC's major CD projects

In 2018/19 the CD Program continued to deliver six major projects and some smaller initiatives, although the major areas of work were the Granites Mine Affected Areas Aboriginal Corporation (GMAAAC), Warlpiri Education and Training Trust (WETT), Northern Territory (NT) Parks, and Community Lease Money (CLM) projects.

The **Warlpiri Education and Training Trust** Advisory Committee became the first CLC CD governance group to win a National Reconciliation Australia Governance Award, highlighting the strong governance capacity of this CD program committee. WETT allocated \$2,184,849 to 16 projects, mostly for ongoing language and culture in schools and secondary school support initiatives. Monitoring suggests projects are supporting bilingual teaching, community engagement in schools, and secondary students school engagement. Willowra's Early Childhood Centre continues to provide an important service for families and employment for local workers. However, early childhood and family support is limited in the other three WETT communities. The Youth Development and Learning Centre programs are providing much needed youth activities and community learning spaces, formal and informal learning, and local employment opportunities. While both programs continue to face implementation challenges, indications are that one provider delivering them in a harmonised way may be more effective.

Significantly, remote dialysis services in the Tanami operated without funding from the **Tanami Dialysis Project** for the first time in 2018/19. This is because remote dialysis is now listed as a Medicare item thanks to lobbying by the Western Desert Nganampa Walytja Palyantjaku Tjutaku Aboriginal Corporation (WDNWPT). This is a very positive example of an Aboriginal group establishing a successful initiative and then securing ongoing government funding to sustain it.

The **Granites Mine Affected Area Aboriginal Corporation Project** (GMAAAC) continued to be the largest income stream and project management load supported by the CD program. Allocations doubled to almost \$13 million this year and the number of new projects increased from 71 to 109 compared to 2017/18. GMAAAC projects are delivering a broad range of tangible benefits across nine Tanami communities, including employment for 186 Warlpiri people, as well as sport and recreation activities and infrastructure, school nutrition and sport programs, and children's playgrounds. The CD Unit has continued to support the nine GMAAAC community committees to plan and fund longer-term initiatives. There are signs this is starting to gain traction, but more work is needed to support and embed long-term thinking. Other challenges with contracting partner organisations to deliver on GMAAAC priorities also continue.

Traditional Owners for the **Uluru-Kata Tjuta National Park Project** allocated almost \$2 million to eight projects this year, including substantial funding for two multi-year health projects; the Mutitjulu swimming pool and regional dialysis support. The strong governance capacity of the experienced Mutitjulu Working Group and the newer regional URM Working Group are supporting this. There were increased benefits for school students who are attending boarding school interstate. Language and culture projects, which support intergenerational learning by enabling people to spend time on their remote country and producing bilingual materials, continue to be highly valued benefits.

The CD Unit conducted almost 100 engagements across the **Northern Territory Parks Rent Money Project's** 16 Traditional Owner groups. This resulted in 39 new projects being funded for a combined value of just over \$1 million. Homeland support continues to be a high priority, delivering benefits such as employment for local people in construction work, and enabling people to spend more time on country. Some groups are also starting to operate tourism ventures from these remote locations. However, the NT Parks project is also beginning to support a more diverse set of objectives, including support for secondary school students to attend boarding schools and, in one homeland, the construction of a school classroom.

The **Community Lease Money** project supported 30 participating communities this period and saw almost \$2 million allocated to 40 new projects. Communities continued to allocate funds to a broad range of largely low-cost activities, including sport and recreation, church and cemetery upgrades, and building and construction. Projects continued to create benefits for young people, largely through diversionary activities and school sport. The CLM Project's Alekarenge Working Group was highly commended in the same National Governance Awards category as the WETT Advisory Committee. This is a very impressive achievement, particularly for such a new group. Solid progress was also made in developing the capacity of other well-established and newer governance groups.

Less work was done with some of the smaller **other income streams** this year. An exception was the Kurtinja CD project, which planned and approved \$440,000 for two new projects to upgrade infrastructure and provide mobile reception to a homeland. Monitoring suggests that a project previously funded by the Twin Bonanza CD project delivered local employment and a homeland upgrade.

Conclusion

The CD Program is continuing to make strong progress on all four program objectives, with the most progress around Aboriginal engagement, ownership and control, and the achievement of tangible outcomes valued by Aboriginal people. It is clear, particularly from the feedback from Aboriginal key informants, that the program is highly valued for the way it respectfully engages Aboriginal people in priority setting, decision-making and action. It is also valued for the diverse benefits it delivers across Central Australian communities, which continue to have significant needs not adequately met by government. These outcomes could be further strengthened and challenges addressed in several ways, as outlined in this report.

The CLC has continued to work hard to develop an evidence base for its CD approach, including through the collection of the quantitative and qualitative data analysed in this report, and to share lessons learned with government and others. The finding that Aboriginal people want the CLC to do more to influence others to use a CD approach gives the program a mandate to extend its work in this area. With additional resources to better assess program impact and share lessons learned, the CLC could more effectively influence other actors to support Aboriginal-led development processes in Central Australia, nationally and internationally.

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Acronyms

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
IPA	Indigenous Protected Area
KWB	Katherine West Health Board
M&E	Monitoring and evaluation
MWG	Mutitjulu Working Group
NP	National Park
NPY	Ngaanyatjarra Pitjantjatjara Yankunytjatjara
NTER	Northern Territory Emergency Response
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 has been operating for nearly 40 years, working with Aboriginal people to support them to achieve recognition of land and native title rights. The CLC also supports Aboriginal people to manage land and negotiate agreements with others seeking to use their land. This includes payment of rent and royalties to traditional owners.

In 2005, the CLC created the Community Development Unit (CDU) to lead the development and implementation of the CLC CD program. The program delivers projects using funds from Aboriginal rent and royalties from land-use agreements and affected area payments. The CDU utilises the CLC Community Development Framework, which articulates community development goals, principles and processes for the CLC.¹ Other sections of the CLC are also involved in supporting the CD Program in areas such as legal, finance, regional services, policy, the Aboriginal Associations Management Centre, anthropology and mining.

This report outlines the monitoring and assessment of progress for the work of the CD Program with Aboriginal communities in 2018/19. It builds upon previous annual reports since 2009.

Context and CLC approach

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.

There are four intermediate 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. These projects are set out in Table 1 below. 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.

¹ For details about the CLC Community Development Framework see http://www.clc.org.au/files/pdf/The_CLCs_Community_Development_framework.pdf

Table 1: 2018/19 Community Development Projects

Project	Purpose
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>

The CLC has a dedicated CD Unit, which has primary responsibility for delivering the CD Program, but draws on support and inputs from most other sections of the CLC. During 2018/19 the Program had a staff of 16, with 14 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 16 positions are funded from different sources, including eight from the Aboriginals Benefit Account (ABA) as part of the CLC's core operating budget, four from GMAAAC, two from WETT, one from Newmont Asia Pacific and one from administration fees.² This complementary funding model supports the sustainability of the program's operating model. Other CLC sections provide critical support to the Program, such as Mining (identifying upcoming mine developments and future income streams), Anthropology (advising on traditional ownership and doing sacred site clearances), and Legal (providing advice and preparing funding agreements).

Monitoring focus and approach

The intention of the CD Program monitoring is to track change over time, as well as to each year undertake a detailed assessment of a specific project or topic. This year's focus was on exploring 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.

²The two WETT positions are funded in the same way by the Trust as all other project allocations, therefore these allocations are included in project allocations in the annual update on WETT. GMAAAC finances work differently, with the Rule Book setting an administrative fee that CLC can access for its costs in administering the corporation. The four GMAAAC positions have been funded from this fee with approval from the GMAAAC Directors and therefore do not appear as GMAAAC project allocations.

This year's monitoring drew on quantitative and qualitative data. Quantitative data were collected by the CD Unit on various aspects of the program include funding allocation and expenditure, the number of projects funded and community engagements by staff, plus Aboriginal training and employment outcomes.

Qualitative data were collected through document review of project reports from organisations delivering funded projects, participatory staff reflective workshops facilitated by one of the report authors and key informant interviews with 18 Aboriginal people.

The material from all sources was collated, analysed and presented in an interim report by independent consultants from La Trobe University.³ 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 zoom workshops facilitated by one of the consultants in May 2020. This contributed to the final analysis in this report. Further detail on the methodology is in Appendix A.

2. CD Program progress

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 \$20,333,415 was approved through all the projects in 2018-19 (Figure 1 and see Table 2). This growth of approximately \$2.5 million from the previous year demonstrates that the trend of Aboriginal people increasingly investing their income through the program has continued. The number of individual projects funded has also continued to grow, up from 160 in the previous year to 214 this year.

³ Dr Danielle Campbell and Dr Linda Kelly.

Figure 1: Funding for approved projects by income stream 2018/19

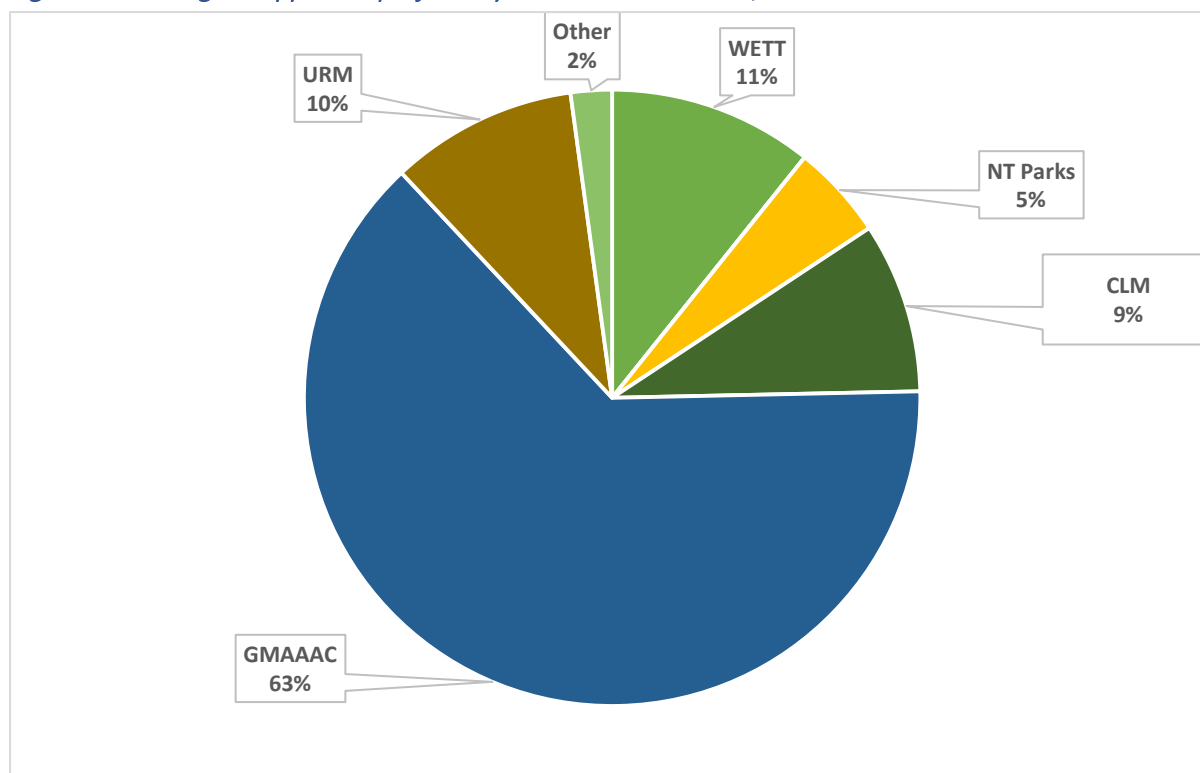


Table 2: 2018/19 Funding allocations and expenditure by Income Stream

Income Stream	Total project allocation	Number of projects funded	Average value of funded projects	Total project expenditure
Uluṛu Rent Money (URM) Project	\$1,995,185	8	\$249,398	\$1,341,998
Warlpiri Education and Training Trust (WETT) Project	\$2,184,849	16	\$136,553	\$4,124,595
The Tanami Dialysis Support Service Project	-	-	-	-
Granites Mine Affected Area Aboriginal Corporation (GMAAAC) Project	\$12,883,175	109	\$118,194	\$4,641,395
NT Parks Rent Money Project	\$1,009,976	39	\$25,896	\$1,523,445
Community Lease Money Project	\$1,820,230	40	\$45,505	\$1,067,202
Other projects	\$440,000	2	\$220,000	\$243,107
Total	\$20,333,415	214	\$95,016	\$12,941,742

74% of funding was allocated in the Tanami region through GMAAAC and WETT, which is consistent with figures for 2017-18 and reflective of substantial income from gold mining. WETT and GMAAAC funded 125 projects at a total value of \$15,068,024 across nine Tanami communities. The remaining 26% was allocated by the other income streams to 89 projects, some of which were also directed to Tanami communities (through NT Parks, CLM and 'other' projects).

The proportion of funding allocated by GMAAAC and WETT changed, with GMAAAC increasing by 25% and WETT reducing by 27% from 2017-18 figures. GMAAAC funded significantly more projects and at

a higher average value, while WETT project numbers were consistent but their average value dropped significantly. This is largely because WETT generally funds multi-year programs and some of last year's major allocations included funds to deliver these programs in 2018-19.

The average project dollar value through allocations by other income streams ranged from \$25,896 for NT Parks to \$249,398 for the URM Project. The average dollar value of URM projects doubled from the previous year, reflecting a shift to larger, regional initiatives.

Table 2 also shows annual funding expenditure by income stream. Almost \$13 million was paid out for projects funded either in 2018/19 or previous reporting periods. There is no requirement that funding allocations, some of which are for multi-year projects, are expended in the same financial year.

Figure 2: Funding allocations by project objective for 2018/19

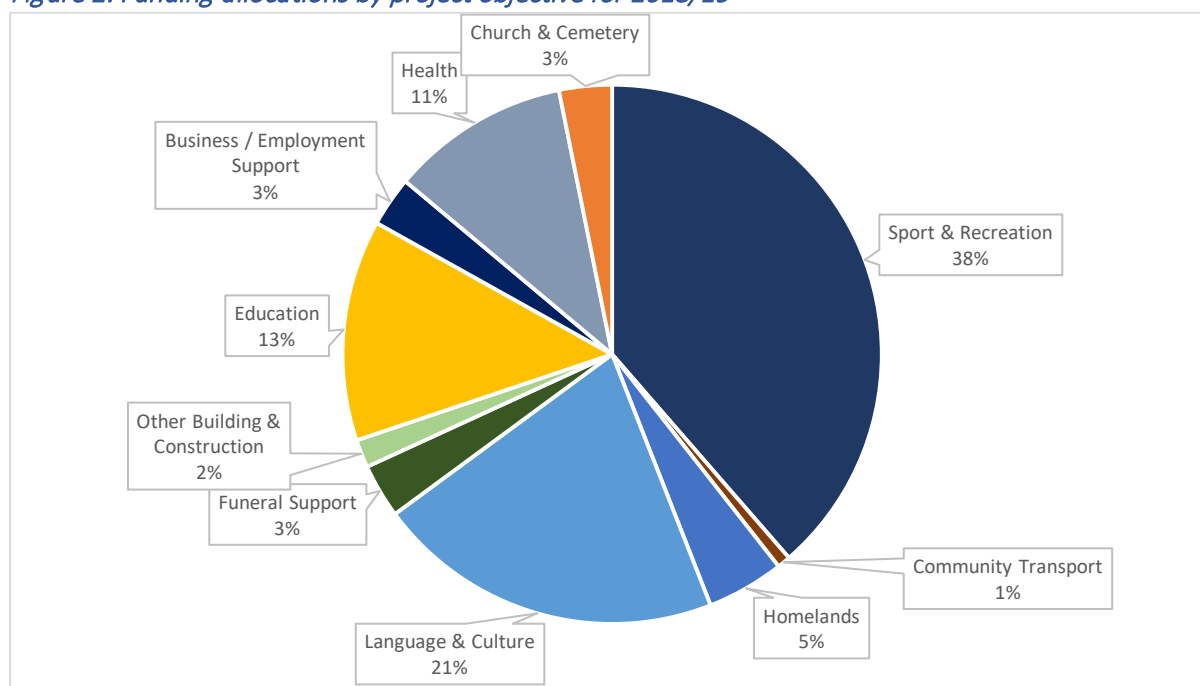


Figure 2 shows allocations by objective across all the major CD projects.⁴ Sport and recreation projects received the most funding across the program with 38% of total funding allocations. As a major priority for Aboriginal people this objective may justify closer monitoring of the extent to which anticipated benefits are being achieved. Other allocations included 21% for language and culture, 13% for education and 11% for health. The remaining 17% of funding was allocated to homelands, church and cemetery upgrades, business and employment support, funeral support, building and construction and community transport, with each objective receiving 5% or less.

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 360 engagements with Aboriginal governance groups (see Table 3). This was almost 100 more community consultations than in the previous year, which partly reflects increased CD Unit staffing and reduced staff turnover. Both

⁴ This does not include \$838,999 approved by WETT for 3 years of CLC 'Admin Support' for 2 CD officers and WETT meeting costs detailed in Section 3.1, in order to avoid creating the impression this is the only funding support from Aboriginal groups paid to the CLC. As outlined in Section 1, in addition to these positions, 4 other CD Program positions are funded through a separate mechanism by GMAAAC and are not GMAAAC project allocations.

the NT Parks and CLM projects had close to 100 meetings each in 2018-19, reflecting the large numbers of governance groups involved in these two income streams across the CLC region. WETT and GMAAAC had a similar number of engagements, 56 and 58 respectively, even though GMAAAC is allocated almost six times more funding than WETT.

Table 3: Community engagements by CD project for 2018/19

Income Stream	Number of engagements
Uluru Rent Money (URM) Project	47
Warlpiri Education and Training Trust (WETT) Project	56
The Tanami Dialysis Support Service Project	-
Granites Mine Affected Area Aboriginal Corporation (GMAAAC) Project	58
NT Parks Rent Money Project	99
Community Lease Money Project	94
Other projects	6
Total	360



Katie Allen facilitating a meeting of the Mutijulu working group in March 2019

This highlights that the CD program is not simply about funding initiatives and getting money out the door. What is not yet understood is the level of engagement and project income required to generate sufficient Aboriginal ownership, control and project benefits, in the context of finite operating resources.



Rebecca Humphries facilitating the Lilla family group breakout discussion at a Watarrka Traditional Owner meeting May 2019

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.⁵ During this period 475 Aboriginal people worked a combined total of 36,063 hours across the CLC region on projects they funded, which the CLC reports is an increase of 52% from 2017/18.⁶ This employment, and the income it generated, would not have occurred without the CD program. This is significant in the context of the limited paid employment and work experience opportunities in remote communities.



Shaquille Presley is enjoying his work as a lifeguard at the Yuendumu Pool. This position is funded by GMAAAC.

⁵ This relies on partner organisations reporting on this in line with contract requirements.

⁶ CLC Annual Report 2018-19.



Marcus Briscoe, Anthony Briscoe, Cliffy Tommy, Mack Murphey, Billy Stafford at one of the Yuelamu streetlights they installed

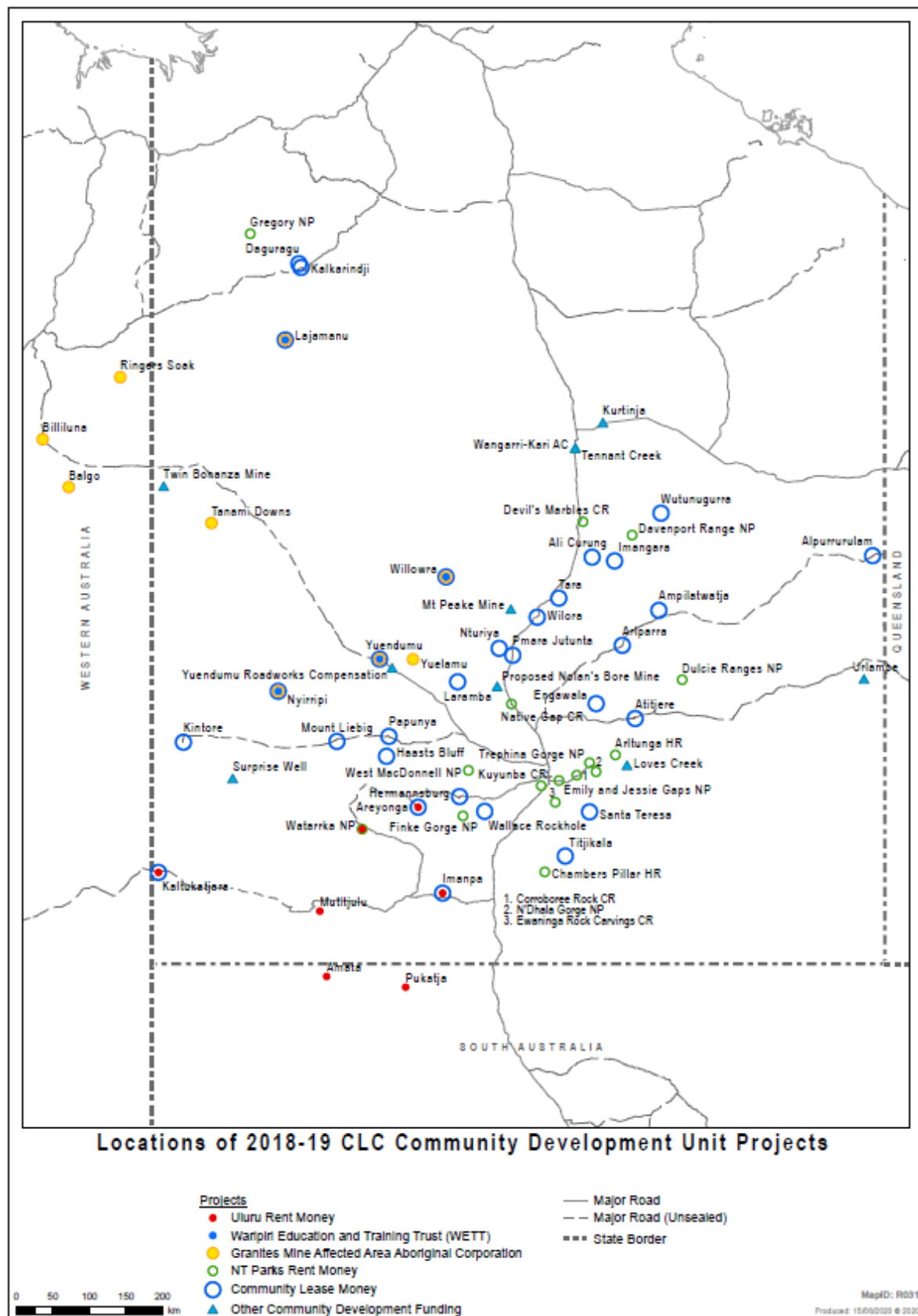
Further, 6,424 hours of non-accredited training and 1,640 hours of accredited training, were delivered through CD funded projects in 2018/19. This is an increase in accredited training hours from 2017/18 of 43%.⁷



Janie Williams, Jasmine Spencer and Barbara Williams at their graduation with a Certificate II in Family Wellbeing

⁷ Numbers of training participants are not clear from the data.

2.4 Location of 2018/19 CLC community development projects



2.5 Aboriginal perspectives on the CD Program

The key themes from the key informant interview data are presented separately in this section to ensure Aboriginal voices and perspectives are amplified. This section presents the key themes from the interviews on:

1. The best and most important achievements of the CD program to date;
2. Who has benefitted and who has missed out;
3. The factors that have supported and limited these achievements, including the role of the CLC; and,
4. How to strengthen the CD Program in future.

2.5.1 CD Program Achievements

All 18 respondents pointed to a combination of benefits in discussing the CD Program's key achievements. People generally started by referring to specific projects and then went on to discuss benefits from the CD process, such as increased control, pride and capacity development. Responses indicate that both are very important and that they are connected. Project benefits, while more visible and obvious, are only possible because they are produced through Aboriginal people collectively controlling decision-making and developing their skills to do so.

The three key messages from Aboriginal people interviewed are that the CD Program is:

- Strengthening remote Aboriginal communities, homelands and futures;
- Increasing Aboriginal people's collective control and ownership, which has generated substantial pride;
- Increasing Aboriginal people's knowledge, skills and confidence.

A minor theme was that it is reducing conflict and harm because it means less income is being distributed directly to individuals.

Stronger remote communities, homelands and futures

The most commonly cited achievement of the CD Program was that Aboriginal designed and funded projects are making remote communities and homelands better places to live. All respondents identified at least one project delivered to their community or homeland as a key achievement and most listed sets of projects that had collectively delivered benefit.

"This football club was built through the Community Development Project using Ntaria community lease money in partnership with Tangentyere Constructions. This is a really big achievement, the best achievement. Other good projects are the cemetery project, putting headstones and upgrading the cemetery. Ntaria school also does school excursions funded through the project and school holiday project." (Aboriginal participant – South West)

Projects focused on young people, education (both bilingual and mainstream), culture and homelands, and to a lesser extent employment, or a combination of these different areas, were the most highly valued.

A central theme in describing the overall benefit of projects is that they had made remote communities and homelands stronger places to live and are building a better future for the next generation.

"I think it's really good because it helps Aboriginal people and helps our lives to be stronger for the future. In the future there will be more babies growing up- they are the future... Look at all the things, projects we've done. We did the play yard, the lights, planting trees, fixing the oval,

we got a bus... also [football] jerseys... CD also support corroboree and culture by sending purchase order for young men time.” (Aboriginal participant – Tanami)

“GMAAAC and WETT projects are making good things for the community; they are making communities stronger.” (Aboriginal participant – Tanami)

Some people felt projects had made communities better places to live, which had encouraged people, particularly young adults, to stay in them rather than going into town.

“These projects are really good to bring people to our community. Otherwise they will go away and get on grog and drugs.” (Aboriginal participant – Tanami)

On the other hand, one respondent felt that while they have done many good projects in their community (funeral support cemetery upgrade, language work, community transport), many family members remain stuck and ‘drinking in town’.

Two respondents felt that the use of money for projects was generating health and well-being outcomes. This was linked by one person to the reduction of harm caused by individual royalty distribution and the other to the many education and health projects delivered.

Two respondents referred to projects that were making remote living more manageable in hotter weather. One person talked about the benefits of funding an emergency community vehicle that can rescue people who break down in hot weather. The other referred to climate change and the way CD projects are helping by providing water to homelands, solar power systems and air conditioning in houses.

Key informants involved in larger and longer-running income streams described more community strengthening than those working with smaller amounts. This was particularly the case for WETT and GMAAAC, which have been able to deliver numerous, multi-year projects. But even those describing smaller or one-off projects see them as being of value, even if this hasn’t necessarily been sustained.

This is understandable given the broader Central Australian context, where remote communities are otherwise largely reliant on government to deliver services and initiatives, which many respondents describe as being done poorly. Governments delivering projects slowly, or not at all, is a key theme throughout the data.

“I tell you straight, if we didn’t have CLC CD program community would be still struggling. We’d still be under Government rules, and things would be happening slowly, out of our control, or sometimes never.” (Aboriginal participant – Tanami)

“If they didn’t have [CD] projects, they’d be waiting a long time from government.” (Aboriginal participant – Tanami)

Increased Aboriginal control, ownership and pride

Alongside benefits from funded projects, increasing Aboriginal people’s control was described by most respondents as the key achievement of the CD Program.

“[CD staff] ask us what are the projects we want and we talk about it. We see which ones are the best ones to do in the community. [CD Staff] listens to us. We are in charge of the projects; they can’t do it any way else.” (Aboriginal participant – Tanami)

"I feel that Yapa have ownership of the whole WETT decision-making process." (Aboriginal participant – Tanami)⁸

"I think the CD program is helping make people stronger – it makes us stronger. It makes us happy to be doing more projects. We are in control of the process." (Aboriginal participant – South West)

In talking about Aboriginal control, people described increased collective control by the relevant governance group in planning and funding projects. One person pointed out that powerful individuals, particularly men, have less control over how the money is used through the CD program than money distributed for individual benefit. They said that while some of these powerful individuals are critical of the CD process because they can't make all the decisions, it gives the majority 'a say' in how money is spent. This in turn has significantly increased the benefits flowing to women and children.

The importance of Aboriginal people having control was emphasised as highly significant given the lack of control Aboriginal people have long experienced in government processes. References were made to the assimilation period, the abandonment of the self-determination policy, the 'Intervention' or Northern Territory Emergency Response, the replacement of community councils with the 'Shires' or Regional Councils, and the current operating style of all three levels of government.

"In the 1950s in the old films you can see how the whitefellas are talking, taking kids away and trying to make us whitefellas. We have our own culture and we are getting back what was taken. It's good like that. The Community development program is part of that process of giving back control." (Aboriginal participant – South West)

"[Staff] are dealing with Aboriginal people about their needs and wants and utilising their own resources to achieve it. This brings with it a whole different perspective and approach to working with Aboriginal people. This is really very important after all these years of the government determining their best interests. All of a sudden it's turning it around, it's a whole different mindset that you are dealing with and getting far better outcomes." (Aboriginal CLC staff member)

"I want the Shire to learn the way our people want to do things... It's happening already with the CD program, helping people live well; it's given people control and making them stronger." (Aboriginal participant – South West)

A minority of respondents felt that while Aboriginal people make project decisions and have a degree of control, they also feel somewhat constrained by the CD process and rules, which they perceive as being set by the CLC and its staff.

Increased Aboriginal control and ownership has created a lot of pride in peoples' achievements. Half of the respondents expressed pride in what they have been able to achieve by working together and funding their own projects.

"We had a long BBQ here and kids came and played football. Other communities can see our football club and we are proud of it. It's a really important achievement for the community – not just the building but owning it." (Aboriginal participant – South West)

"It's helping old and young traditional owners on the working group. It increases their sense of ownership ... and their pride in the places." (Aboriginal participant – East)

⁸ Yapa is the Warlpiri word for Aboriginal people.

Sharing stories with others, through presentations at Council meetings and stories in the CD News, and receiving public recognition through the National Indigenous Governance Awards, further build people's pride.

"When we got our photo on the CD newsletter it made me feel really proud. I felt really proud seeing me and my family on the cover." (Aboriginal participant – East)

"I'm happy with how things are going. I'm proud of WETT. We won a governance award in Melbourne- that's when we shared what WETT has been doing." (Aboriginal participant – Tanami)

Learning and capacity development

Aboriginal people have developed knowledge, skills and increased confidence in a range of areas both individually and collectively. More than half of the people interviewed described the understanding and confidence people have gained by being involved in governance groups in working with non-Aboriginal, or *Kartiya*⁹, people and systems as a major achievement. Three key informants, all members of the WETT Advisory Committee, described their personal learning and capacity development as the best achievement, ahead of individual project outcomes.

"I've learned a lot from WETT, I was a founding member. It's given me skills and experience being on the WETT committee." (Aboriginal participant – Tanami)

"I'm on both WETT and GMAAAC Committees, WETT since 2007. It's been a good experience for me. At first, I was shy when I first started with WETT. I was just sitting and listening. Now I feel confident to speak up." (Aboriginal participant – Tanami)

This was considered particularly important for younger people who grew up after the mission years and are often shy in dealing with *Kartiya*.

"Sometimes people don't want to get involved and talk with white people but the working group [experience] gives them more confidence." (Aboriginal participant – South West)

Specific skills people have gained include understanding budgets, learning how to plan projects, and learning how to interact with contract managers and hold them to account.

I've learnt a lot about money, budget, and what's happening in four Warlpiri communities- Nyirrpri, Lajamanu, Willowra and Yuendumu. I've learnt about budgeting, partnerships-how they work together. (Aboriginal participant – Tanami)

Comments such as the one above capture how learning and capacity development is occurring in different directions between different stakeholders over time, particularly in long-running projects like WETT. One WETT Advisory Committee member talked at length about how senior Aboriginal people teach each other and teach and learn from younger people.

As a WETT Group sub-committee member I've learnt a lot. We give each other power and we talk strong and we teach each other by sharing good ideas. We can explain things to each other: 'Oh this is what it means, we have to go this way, not how we were thinking before' and talk about it.

We teach young people like [WETT AC member]. They listen to us carefully when we talk to them and that's important because young people are going to step in. We are old people now.

⁹ *Kartiya* is the word used for non-Aboriginal people by several language groups in Central Australia.

We want young people to help us and to lead us. Like [she] is Chairperson for WETT. Young ones have good ideas and we are experienced at guiding them so they can lead us their way. We talk to our young people to be good leaders, to teach each other and share ideas. (Aboriginal participant – Tanami)

Non-Aboriginal CD staff and Aboriginal participants are also teaching and learning from each other.

“Being on WETT has made me a stronger person- when I come back [to the community] I feel more strong to share with staff members in my school. It helps with knowing how things work in Kardiya world - and make Kardiya become stronger with Yapa. Even I saw [CD staff member] - she already had knowledge from Yapa- she had learnt already.” (Aboriginal participant – Tanami)

One senior man pointed out that even though he and others have learned a lot and gained skills being on the working group, it continues to be challenging because other community members don’t always understand the process.

“I’ve been on the working group. It’s been good working on it. You are working with good people. We started putting the money story for the river, showing how things have to flow step by step. We have done that with our group, it’s a good process. [But] it’s really hard with people just asking for lots of things but not knowing how to go about it.” (Aboriginal participant – South West)

Other - Reduced harm and conflict

There were several other benefits identified by a small number of people around harm and conflict reduction.

One person felt that the CD program was saving Aboriginal lives due to there being less money distributed directly to individuals, which means less money going to second-hand cars and car accidents.

“Before CD they used to divide up the money and buy their kids cars from second-hand dealers and they’d go out and have accidents and come home in boxes. CD was part of the process of doing something about it. It made a hell of a difference.” (Aboriginal CLC staff member)

This person spoke at length about this issue, which they pointed to as one of the reasons the CD program was initiated by the CLC.

Two people talked about reduced conflict within groups as a result of money being directed through the CD process. This was attributed by one person to the process supporting their group to set up governance along family lines.

2.5.2 Who is benefitting and who is missing out?

Most respondents referred to their own family group or community in answering this question and generally said that ‘everyone’ had benefitted from funded projects.

“Everyone in the community has benefitted from the projects. No one has missed out- they’ve benefitted everyone. Like oval has been good because people can play on it. Kids have a north and south park so kids on both sides benefit.” (Aboriginal participant – Tanami)

“The projects that we’ve done are for the community, so I don’t think anybody has missed out, far as I’m concerned. We’ve just about spent our money for this round. I reckon we’ve done a lot for the community.” (Aboriginal participant – South West)

“These projects benefit the whole community. In our area, the East Macs group, no one is missing out.” (Aboriginal participant – East)

For WETT and the Uluru Rent Money Project this included going beyond the traditional owner group to broader community benefit in communities and homelands across the region.

“The money is not just for traditional owners but for whole community, and it is helping our kids and education.” (Aboriginal participant – Tanami)

“All the rent money, it helps a lot of people, not just one group in one area. It takes that money to other places like Imanpa, Docker River and outstations where people live or visit.” (Aboriginal participant – South West)



Daphne Puntjina teaches young women at the Utju bush camp

Half of the people interviewed felt that children and young people had benefited, which was considered very important. This was largely through funded projects, but some people also pointed to the new skills and experience young people had gained from being involved in governance groups. At the same time as acknowledging the overall benefits to children and young people, there was also a view that benefits have not flowed to all young people. Some young people, particularly those who have dropped out of or left school have missed out. The two Aboriginal CLC staff members interviewed suggested that groups in the East have missed out due to their limited income.

2.5.3 Supporting factors

Respondents were asked generally about what they thought had contributed to the program's achievements and more specifically what role they felt the CLC had played. The following were key themes in the data.

Strong Aboriginal leaders

Half of the people interviewed highlighted the critical role of senior Aboriginal group members working well together, helping others understand the CD process, and holding the CLC to account.

"CD staff sigh a big relief when they see us. They look to us for leadership. We don't want to boss them around. Our mob look at us for support, because we understand what the staff are talking about. We pull the Land Council mob along, we ask questions, we don't let things slide." (Aboriginal participant – South West)

"We give each other power and we talk strong and we teach each other by sharing good ideas. We can explain things to each other..." (Aboriginal participant – Tanami)

The leadership of WETT by the many long-standing female advisory committee members was described by a CLC staff member as key to the program's establishment and success.

"... when we talked to the WETT leaders over time you saw people's pride and skills develop. That had a hell of an impact on getting CD over the line. It was one of the front runners in helping people to understand CD and what can be done." (CLC staff member)

Positive relationships between Aboriginal people and CD staff

Good relationships between Aboriginal program participants and CD staff were identified as a key enabler. Relationships were commonly described as being based on staff listening to and respecting Aboriginal people and their decisions. This was contrasted by some people to their experience interacting with government staff who they feel don't always listen.

"CLC does listen to what the working group tells them. It's not that CLC tells us what to do. They do listen to the Working Group for whatever decision we make." (Aboriginal participant – East)

"Our Working group works together well with CD. We know that we own it [projects] and we can do what we want to do. We know white fellas are going to be listening to us, they are supporting us properly. I reckon government could learn from CD approach and listen to what we got to say." (Aboriginal participant – South West)

There were comments about relationships being equal and based on both groups learning from each other. Again, some people compared this to their less positive experience with government staff.

"I like the CLC staff that work with the committee. I think they learn more as well, it's a two-way thing. We enjoy having the staff learn our culture and learn more." (Aboriginal participant – South West)

"CLC staff have been really good and helpful—they are good teachers. They work equally with us, sharing; we are really level. We haven't had any problems. We have been happy working together, learning to be kind and to get good things happening. We've never had hard feelings against each other. We look after each other, Kardiya and Yapa together, young and old all respect each other..."

...Yes, the communities and projects work with trust and respect. We don't see that happening with government. There's a lot of changes that have been brought in by the government that have hurt us; the Intervention, Shire, Basics Card, things like that." (Aboriginal participant – Tanami)

"Even I saw [CD staff] - she already had knowledge from Yapa- she had learnt already. I met [names three CLC staff members]. I met the staff. They've been working here a long time. A lot of government Kardiya come out - but they don't learn much." (Aboriginal participant – Tanami)

Some expressed a sense of the relationship being complementary, with staff and Aboriginal people each playing important roles in the CD process.

“I think we might be steering the wheel and CLC staff are working the keys. We are thinking about which road we are taking, but the staff got to help change the gears.” (Aboriginal participant – South West)

In longer-running projects - and where staff have been in the roles for longer - people talked about relationships with staff being based on friendship. This was particularly evident in relation to WETT.

“CLC CD staff work well with us. I feel very comfortable with them and they are so friendly. I feel that even though I will quit the committee some time I will still know them as friends and be known by them.” (Aboriginal participant – Tanami)

“We have a close bond with CD staff and each other on WETT. We have a talking relationship and they give us encouragement.” (Aboriginal participant – Tanami)



Christine Joe translating at a community meeting in Pmara Jutunta in March 2019

CLC CD role and specific inputs

In addition to the quality of the relationships between Aboriginal people and CD staff, three key aspects of the CD Program were each highlighted as enabling factors by six or more people. The first is the way CD staff **organise and facilitate meetings** which includes:

- Bringing people from remote locations together, providing a good meeting space and catering, organising accommodation and meals, and being flexible and responsive when meeting plans need to change;
- Presenting clear project and financial information to support informed Aboriginal decision-making;
- Running meetings in culturally appropriate ways in accordance with ‘Yapa rules’;
- Working with interpreters and giving people space to discuss issues in Aboriginal languages;
- Dealing effectively and sensitively with conflicts when they emerge; and,
- Documenting meetings well and sharing these records with people.

“They are great staff. They are great at explaining the budget to us. Sometimes we have two interpreters and sometimes it’s just me interpreting. They interpret and explain things well to older people. They help them understand the money story and what the projects are about, and how the money is being spent, and why we don’t get more money.” (Aboriginal participant – South West)

“I know that CD have really strong processes around conflict resolution and how to handle it, particularly with power imbalances and gender issues. That’s being worked through and a big part of the success of CD...” (CLC staff member)

The second is the role the CLC plays in **organising contractors**. This was referred to by some as an important intermediary role with the CD staff working between governance groups and project partners. Others talked about the way CD staff support Traditional Owners to participate in meetings with contractors.

“The CLC organize with Government side of things, like with Tangentyere and Power and Water Authority, organizing them. We are happy with the way it works. We are in control, working together with Shire and everything, with CLC.” (Aboriginal participant – South West)

“Staff visit program managers together with TOs. The project managers are whoever they pick to do a project, like CAT. CD staff from CLC go out and talk to them, to the TOs and partners about how the project should be done.” (Aboriginal participant – South West)

The **CLC CD News**, which showcases groups involved in the CD program and their achievements, was identified as another important enabler. It has built pride and ownership, as well as supported the sharing of ideas between groups. One person talked about deciding to become involved in WETT after reading the CD News.

“When we got our photo on the CD newsletter it made me feel really proud. I felt really, really proud seeing me and my family on the cover.” (Aboriginal participant – East)

“The CD newspaper is good, because you can see what other communities are doing and get ideas.” (Aboriginal participant – East)

“When I started working at the school, I saw the CD Newsletter and got to know what WETT is about. I really wanted to join the club. (Aboriginal participant – Tanami)

In addition to these three factors, several others were identified in some interviews, including:

- Experienced, long-term staff who are very effective in their roles and who mentor newer staff;
- CD staff being very hard working and performing a range of functions; and,
- CD presentations at Council meetings by Aboriginal people, which provide another opportunity to showcase work and share ideas.

2.5.4 Factors limiting CD Program achievements

The following were identified as the main problems or factors limiting the achievements of the CD program.

Process and projects take too long

Six people talked about the CD program being too slow. This was partly related to the length of time to get through the planning and decision-making process.

"We started off very happy, and then it got a bit slow because of time and meeting arrangements." (Aboriginal participant – East)

"One thing that annoys me is the "River of Funding" with all the bends. We said they should build a bridge to take short cuts over the bends." (Aboriginal participant – South West)

Others said it takes too long once funding decisions are made for projects to progress to delivery.

"It does take a long time for things to happen. It takes time to organise contracts... When we have meetings, the money is not coming quickly. That's a problem." (Aboriginal participant – Tanami)

"CLC work well with us. They give enough time to discuss but sometimes they make us upset, because some of the projects take two or three years to happen. Like the backhoe- we put in for them and we have the money but still haven't got it." (Aboriginal participant – Tanami)

"I would like to see changes and different things happening. It's a slow process. A lot of things are too slow. Its construction works take time; they need to plan and make a lease and figure out where they are going to put things. This lease business with CLC is taking too long." (Aboriginal participant – Tanami)

This last comment highlights the specific delays with infrastructure projects, particularly where a lease is needed.¹⁰ The CLC, through its anthropology and legal functions, is responsible for consulting with Traditional Owners where leases are required.

Not enough money for CD projects

Not having enough money to do projects or to deliver them in the way people want is an issue, particularly in the Eastern region, and to some extent the South West region.

"There are inequalities because there are a lot of people who don't have access to money, but what can you do about that? We hear from people on the eastern side of the highway who say, "what about us?" (CLC Aboriginal staff member)

A lack of money had several negative effects, including limiting the options people could consider in designing projects, the employment of local people to work on them and, more generally, the ability of people to achieve their development objectives:

"We don't have enough money in our distribution. There's just not enough money to support our aspirations." (Aboriginal participant – South West)

Only one Warlpiri respondent felt that smaller Tanami communities don't have enough money for community projects. Insufficient funding was not raised by the other eight respondents from the Tanami.

Some projects fail to deliver and/or benefits are not sustained

Four people spoke about projects not delivering their intended benefit or making a difference. This was generally linked to projects initially working well but benefits not being sustained due to poor implementation, including a lack of ongoing support, or running for too short a time. Homeland

¹⁰ Under the NT Aboriginal Land Rights Act leases must be negotiated with traditional landowners for the use of land in communities on ALRA land. Additional work is also involved for infrastructure projects in communities including surveying and certification.

upgrades were the main example of projects that had not delivered sustained benefits, such as the establishment of a small art workshop in the South West region.

“There was an empty shed, so I got [CD staff member] to organize to build on it. So, we did that through CD but in summertime it was really hot for the girls to work in. We only had a little fan. And it was cold in wintertime. It’s still standing there...”

It’s really good to get things up and done, but when you get it done there’s no money to keep it going to make it work. It stops there. In bigger communities you don’t just get a building, but it goes to the next step to keep operating.”

Construction projects were also seen as generating some employment but the value of this was limited by the short-term nature of most projects.

One person talked about a project that had been completed as planned but that had not delivered benefit. Like others in the group he had thought a Traditional Owner meeting place within a national park ‘sounded like a good idea’ but now thinks the group has ‘wasted a lot of money on it’, because it is rarely used for meetings and the lease prevents it being used for commercial tourism. The project not delivering planned benefits is causing additional, ongoing problems within the group because when it is discussed in meetings ‘people start arguing’ about the wasted money. Another respondent described additional negative consequences for young people when projects don’t go as planned.

“In every WETT and GMAAAC project I see young leaders leading the way. They are learning in a group, working as a team, teamwork. They are making a stronger community. [But] sometimes some projects don’t work well, and young people feel sad. If a project falls down, they feel that they don’t have anything to learn. That’s what they think and drift away.”
(Aboriginal participant – Tanami)

Problems with partner organisations

Partner organisations not delivering projects effectively was a problem identified by four people, three of whom described this in relation to WETT projects. References were made to some Tanami schools not delivering country visit projects, interstate boarding schools not accepting WETT support for Warlpiri secondary students, and ongoing issues with the Batchelor Institute’s delivery of Learning Centres.

Issues with CLC CD staff resourcing and the CD program approach

Four people said there had been a problem with CLC not having enough CD staff or CD staff turnover being too high.

“We are still waiting to hear about when we are going to have the meeting. It’s been stopped for a while. The people who worked in the office are on holidays or have gone away from CLC. So, at the moment, we don’t know what is going to happen down the track.” (Aboriginal participant – East)

This was largely identified as an issue in the South West and East where people have less money to spend and feel they therefore get less attention from the CD Unit.

“We are only a small team, with a small amount of money. Our things take a long time to happen, they get swallowed up by Warlpiri. They are so big with all the royalties and other money that they need their own CD Unit and team.” (Aboriginal participant – South West)

Two people raised specific issues with the CD Program approach. One person was critical of the CD Program requirement that funding can only go to formal legal entities because some families want to

deliver projects but don't have their own corporation. Another person said that while Aboriginal people make a lot of decisions, non-Aboriginal staff are still in the background "telling us what kind of projects we can do".

2.5.5 Future directions to strengthen the program

Aboriginal key informants were asked to identify future directions for the CD Program and key areas for improvement. Four major themes or areas were identified, some of which intersect with each other. These include a greater focus on young people, lobbying and teaching government and others to work like the CD program, supporting Aboriginal people to live strong lives on country, and addressing CD staffing issues.

In addition to these key themes, some other improvements were identified by a limited number of those interviewed but still provide important suggestions for the CLC to consider in taking the CD Program forward.

Greater focus on supporting young people

Almost everyone interviewed said that the most important area the CD Program should do more in is supporting young people. The clear message is that the CD Program should help keep young people living in remote communities on country where they can become strong in culture, get an education, engage in positive youth activities, gain meaningful training and employment, and develop as future leaders. This includes meeting their needs by funding more youth-focused projects in specific areas *and* developing their governance capacity and leadership skills by involving them more in the CD process.

Specific areas that the CD program should deliver more projects in for young people are:

- Teaching them about language, culture and country
- Education, both bilingual and mainstream
- Positive youth diversionary activities
- Training and meaningful employment.

Most people described the need to work in all these areas in order to properly support young people. In addition to these areas, two respondents emphasised the importance of providing counselling and mental health support for young people. These WETT committee members both outlined the many positive education, youth diversion and training activities WETT supports but suggested this wasn't enough in the context of the significant mental health issues young people are experiencing.

"From cultural side I can see that Yapa are getting stronger with language and other projects, but not on mental health side. We need more talking, counselling of young people; that way we'll get both happening in a strong way.

... Only thing I'm worried about is counselling support for young people, getting some counselling people from town to come out here and support young ones. There's no one really doing this. We've been having lots of issues with young ones breaking in a lot, thinking about suicide." (Aboriginal participant – Tanami)

In relation to employment, some people noted that while CD projects often include short term jobs the program should do more to create ongoing, meaningful work and a stronger Aboriginal work ethic.

"Young people's involvement is something we really worry about. We want them to get involved and to have opportunities and employment." (Aboriginal participant – Tanami)

“Universally peoples’ hopes and aspirations that they express to us are jobs for young people. People are saying “we want jobs for young people”. They want them to learn to work and have opportunities. CD projects do have employment targets but some of the projects have only a short life.” (CLC staff member)

“We want to give our families work, hope about the future. We have four generations of non-workers. We need to change the culture and work ethic, but we won’t do it in our lifetime. The family group on the south side of the George Gill range, there’s about 200 kids. We think, wouldn’t it be good to have them gainfully employed?” (Aboriginal participant – South West)

The following comment captures the multiple ways in which the CD process can support and develop young people, including through senior people teaching them:

“Today young people are learning about modern things. In early days young people made boomerangs with old people and there was strong teaching and leadership with that. These projects are a good modern way and can support Yapa way culturally.

We’d like young people to increase their capacity, learning about budgeting, planning and project management. We’d like more involvement of young people. If they do nothing they’ll go to town and get on drugs.

We don’t want young people leaving our communities. We want them to stay. Even on sports projects they can learn a lot of things; about leadership and about working together in a team.” (Aboriginal participant – Tanami)

[Influence government and others to learn from and support the CD program](#)

Lobbying and teaching the government to work in a similar way to the CD Program was identified by almost everyone interviewed as a critical area for further work.

“Thinking about these projects you showed me and what I’ve done with them I think that government departments could learn from the CD approach.” (Aboriginal participant – East)

“Last meeting, we talked about how we can lobby government- to get engaged and start listening. I think government could learn how to work better-more equal with Yapa, like CLC work with Yapa.” (Aboriginal participant – Tanami)

“I’d like to see CD program making some noise, writing letters to government, going to meetings with young people; and government should start listening to Yapa.” (Aboriginal participant – Tanami)

“A good thing would be to take what we are doing, taking it out to conferences and lobbying government. Government might see how we work and might help out. It’s good to go out and take the projects out for other people to learn.” (Aboriginal participant – Tanami)

Some people felt that some government staff and agencies were aware of the CD program’s effectiveness and looking to learn from it, while one person talked about the work CLC has already done to try to influence government, which has had limited impact.

“I want the Shire to learn the way our people want to do things. I think the Shire is looking at the way CD is doing it, and it must be a bit of a help for them.” (Aboriginal participant – South West)

“I want to tell Government that they can learn lessons from the way that CD works at CLC. I’ve tried to tell them this a long time ago. You’ve got a few individuals take it on board, but

because of political expediency others are not interested. Politicians can't see past next elections. They have very short-term policies and processes—we live in that society. (CLC staff member)

Beyond this, some people said the CLC should lobby government for support for specific projects. A CLC staff member suggested that government policy could be shaped by looking at the types of projects funded under the CD program and government “learning from people about what they want in their life, what people want in their communities”.

While government was the main group people felt needed to learn from the CD program, there were also references to teaching Aboriginal people and, to a lesser extent, non-Aboriginal people about the program. People suggested that opportunities for Aboriginal people to present at Council meetings and conferences would help groups learn from each other and ensure accountability back to community members.

“It would be good to have other opportunities to share with other communities and working groups about the projects, and what can be done, and how we do it, and also learn from them.” (Aboriginal participant – East)

“Maybe when projects finish, they should show that the project happened, ‘it’s true’. Put more effort into telling people what WETT and GMAAAC have done—sometimes people don’t know or think its other organisation.” (Aboriginal participant – Tanami)

Others felt that more could be done to support Aboriginal participants to share their experience of the program with Aboriginal and non-Aboriginal people from other parts of Australian and overseas, which might encourage them to do something similar.

People suggested that short videos explaining what projects were being funded in each community, like those produced for WETT, URM and GMAAAC, could support Aboriginal people to better understand the program. Another suggestion was to use ‘Dreaming stories’ and paintings to help explain the program and its policies in a culturally-relevant, Yapa way.

[Support Aboriginal people to live well on their country and homelands](#)

In addition to helping keep young people living in remote communities, there was a more general aspiration for the CD program to support Aboriginal people to live well on their country in remote communities and outstations. This is where Aboriginal people can teach and learn language and culture, remain connected to kin and country, and hunt for and eat healthy bush foods. Just as importantly, remote communities are where Aboriginal people feel they can live in an Aboriginal world. As one CLC staff member commented:

“The reality is that many people don’t want to live in the whitefella world but need skills to negotiate it. The default model in the mainstream is that people need to leave remote communities and their land. But people want to be fully immersed in their own social frame and own cultural sensibility. We need to give people the choice to dip in and out of the mainstream and have access to health and education where they are. People want to live in an Aboriginal way, speaking their own language, being fully immersed in their own social relations and world. The whole living in “two worlds” things is a bit of a misnomer.” (CLC staff member)

As this quote suggests, Aboriginal people generally want to be able to visit urban centres like Alice Springs. However, some respondents felt that towns were places of conflict, violence and dysfunction.



Tony Sena working on Mulberra outstation build

Three people took this idea a step further saying that Aboriginal people living well on country would be best supported by the CD Program directing money to projects in homelands rather than remote communities. This was for two reasons. First, communities continue to receive government funding, whereas homeland funding is very limited these days. Second, remote communities are seen by some as suffering the same social issues as towns, particularly family conflict, unlike homelands which are occupied by smaller family groups.

Fund priority projects – housing, dialysis and aged care

Some people suggested specific initiatives the CD Program could progress that would support Aboriginal people to live well in remote Central Australia. These included more CD projects focused on addressing the urgent housing situation in many communities, more support for remote dialysis, and setting up aged care services in remote communities.

Address CD staffing – increase numbers, reduce turn over and employ Aboriginal staff

Addressing CLC CD staffing issues was another area identified that would support CD program achievements in future. This was primarily about increasing the number of staff in the CD Unit, particularly those working in the South West and East regions. This would help keep the work moving when staff go on leave.

Reducing staff turnover was another suggestion. Several key informants noted that longer-term staff who have experience and established relationships are more effective than those who have recently joined the team.

Two people said that the CD Unit should employ more local Aboriginal people and train them as CD officers who can work alongside non-Aboriginal staff.

“Also, I’d like to see Yapa who work on CD projects working in an office space in the community, maybe a space at the Learning Centre. We need more Yapa staff on the Community Development program. They need jobs and they need to learn how to run things” (Aboriginal participant – Tanami)

One person questioned whether the CD program would benefit from having CD 'staff with more versatility'. They suggested that having staff with more diverse skills might help speed up the process, particularly the project and contract management work that follows once decisions are made.

Speed up the CD process and project delivery

Some people said that the CD process and project delivery both need to happen more quickly. This could be assisted by having meetings more often and by increasing CD Unit staffing as discussed above. One person who discussed the need to speed up the process also emphasised that the CLC should make sure staff continue to take the time to run the CD process and not take any short cuts:

"The staff do take the time to go through processes and make sure people are engaged and participate and make decisions. In the long term it's a great learning experience for people. CLC CD shouldn't go taking the short cut but continue with the way they work. It's highly important that people are not just seen to participate but are participating and engaged". (CLC staff member)

Support people to think and plan longer-term

Four key informants, two CLC staff members and two program participants suggested that the CLC needs to do more to support people to take a longer-term view and move beyond funding the same types of projects:

"We need more information about the kinds of project we can do, not same old things, and more time for meetings to really learn/discuss/understand." (Aboriginal participant – Tanami)

"CD needs to be more innovative, more forward thinking, have more guidelines – can't keep building playgrounds." (Aboriginal participant – South West)

The two Aboriginal participants who commented on this suggested that the CLC should be more innovative and forward thinking, provide people with more information and guidelines to help them consider other types of projects, and allow more time in meetings for people to engage with this information and have discussions at a deeper level.

One of the senior Aboriginal staff said that the initial thinking and work had been done and now it was time to get people 'to the next stage', which they saw as Aboriginal people 'controlling the lives and destiny of your community'. They noted that while there would also be immediate needs, such as school nutrition projects, there was a clear need for longer-term development programs. They acknowledged that this will be a major challenge that will take a long time and that the CLC cannot achieve it on its own.

Improve communication with Aboriginal people

Three people said that the CD Program should work with Aboriginal people to find ways to better communicate CD program frameworks and guidelines. This could include explaining things in more culturally appropriate ways such as by using Aboriginal storytelling and paintings. More work could also be done to explain how income is being used by different groups and increase awareness of specific projects funded. Videos were also suggested as an effective communication tool which should continue to be used to ensure Aboriginal people know what their income is funding.

Other suggestions for CD Program improvement

The following suggestions were each made by only one person:

- Make the CD guidelines more flexible so that funding can go to unincorporated entities, which will mean Aboriginal family groups that do not have their own corporation will be able to deliver projects.
- Support more projects to be delivered by Aboriginal organisations and contractors.
- Maintain a balance between income to individual distributions and community benefit through the CD program.
- Get the government to contribute funding so that groups can do more projects.
- Improve coordination between different Aboriginal groups in the program in order to get better outcomes.
- Do more work to resolve conflict within groups, which is increasing as the new generation comes up with its focus on the individual. This should be based on Aboriginal cultural understandings, knowledge and connection to country, rather than Western community development notions of social cohesion.
- Because of climate change and global warming, solar power, water supply and air conditioners in houses should be prioritised in order to prevent Aboriginal people in Central Australia becoming climate refugees.

3. Progress of individual CD projects

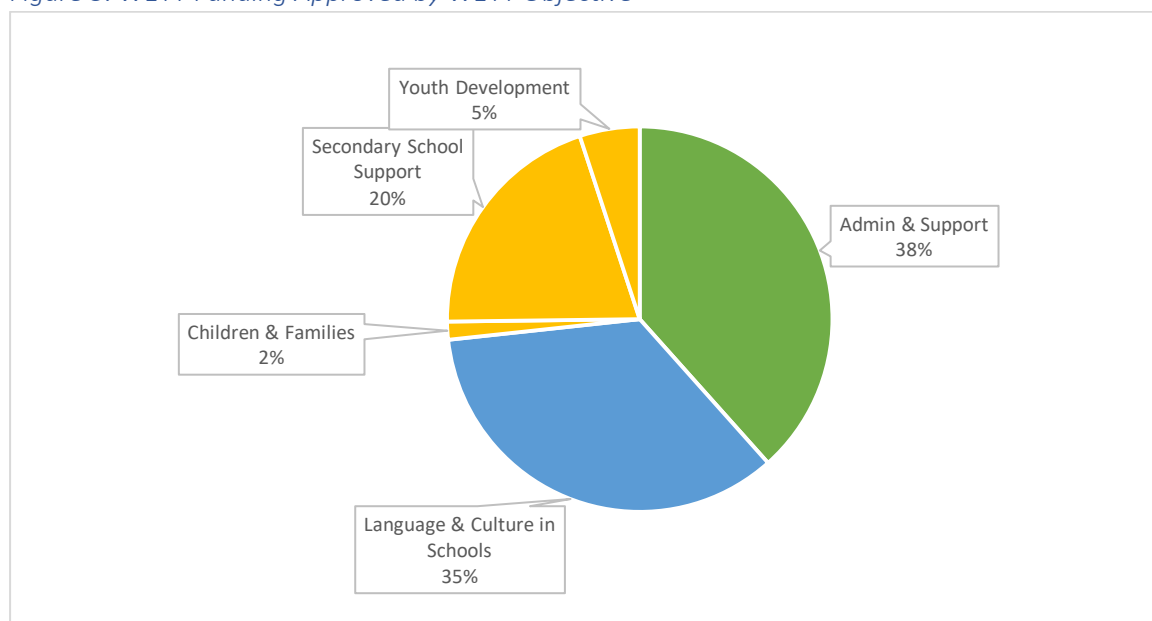
3.1 The Warlpiri Education and Training Trust (WETT)

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 Nyirrpri. 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 Asia Pacific 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:

- Winning a national Reconciliation Australia Indigenous Governance Award;
- Continued work on the WETT Advisory Committee succession strategy, including governance training and induction of new young members, including two members attending an Indigenous Youth in Governance Masterclass run by Reconciliation Australia;
- A significant increase in community engagements; and
- Project highlights
 - 18 children regularly attended the Willowra early childhood centre, seven Yapa staff were employed and three completed a Certificate II in Family Wellbeing.
 - Over 100 students from Warlpiri schools went on country visits to learn language and culture from elders.
 - 49 secondary students went on interstate excursions and another 15 students were supported to study away from home.

Figure 3: WETT Funding Approved by WETT Objective



In 2018-19 the Kurra WETT Directors approved \$2,184,849 for 16 projects (see Appendix C). WETT is working to a set of long-term education priorities, therefore funding is presented in Figure 3 based on these specific objectives. Just over half of the funding went to supporting school language and culture programs, and secondary schooling. \$838,999 was allocated to ‘Admin and Support’ for WETT governance, capacity development and CLC’s role as agent. This included \$762,726 for two full-time WETT officer positions for three years. Minimal funds were allocated to the other focus areas – youth development, children and families – and no new funds were approved for learning centres. This is because large multi-year allocations were made to youth development and learning centres in the previous period. In the case of the children and families area, this relates to the small size of the program with only one early childhood centre funded in Willowra and some pilot work funded in the previous period in the other three communities.

Table 4 – WETT Kurra, Advisory Committee and community meetings, plus informal consultations by location

Location of WETT Engagements	WETT AC / Kurra WETT Directors Meetings	Kurra Directors Meetings	Community meetings	Community and stakeholder consultations
<i>Alice Springs</i>	3	1		22
<i>Yuendumu</i>				11
<i>Lajamanu</i>	2	1		1
<i>Willowra</i>				10
<i>Nyirrpi</i>				5
Total	5	2	0	49

Table 4 shows that a total of 56 community engagements were delivered by the WETT-funded CD staff, a substantial increase from 14 in the previous year. This reflects the large increase in consultations outside formal meetings, up from four in 2017-18 to 49. This increase is partly because of an increased focus on consulting with WETT committee members before meetings to brief them on

meeting content and better prepare them for key decisions. It also reflects a change in the types of consultations being included in this figure, with WETT partner and stakeholder consultations now being included alongside WETT community consultations.

Further progress was made in implementing the 32 recommendations made in the 2017 Independent WETT review, particularly in WETT AC governance reform and training, plus engagement with the NT Department of Education on bilingual education. Planning also commenced on the development of a WETT Monitoring and Evaluation Framework and an independent evaluation of the WETT Youth Development Program. Other recommendations on hold in this period were the establishment of a family strengthening program, the design of a Warlpiri handbook for boarding schools and establishment of additional and longer interstate trips for selected secondary school-aged students. The WETT AC intends to revisit these once current priority recommendations have been actioned.



WETT committee members with Indigenous Governance Awards judges during their site visit to Yuendumu - Photo by Reconciliation Australia-Jillian Mundy

WETT Governance

Governance highlights for WETT this period include:

- The WETT Advisory Committee beating 29 other finalists to win a national Indigenous governance award in the category of non-incorporated groups.
- Completing the WETT AC designed process to expand representation on the committee with two new members, both young people, elected and inducted from Lajamanu.
- The 'Good Governance Program' training, delivered via the CLC to Kurra and GMAAAC Directors, was observed by CD staff as increasing the confidence and capacity of WETT decision-makers in performing their roles, including in chairing meetings.
- Focused work by CD staff actively engaged Warlpiri WETT directors and advisory committee members in meetings with WETT program partners. This is building their skills and experience

in project management, building their sense of ownership of the programs, and highlighting to project partners that they are primarily accountable to Warlpiri people, not the CLC.

- WETT committee members lobbied the NT Minister for Education for better bilingual education and played an active role in the NT Government's community-led schools consultation process, including presenting at a Community Led Schools Conference in Jabiru.



Fiona Gibson, Kirsty-Anne Martin and Cynthia Wheeler at the Indigenous Governance Awards. Photo by Reconciliation Australia-Jillian Mundy

WETT Programs

Children and Families

WETT funds two different initiatives to support children and families. The first is the long running Willowra Early Childhood Program and the second is the Early Childhood Support Fund, which is a new program that operates in the other three communities.

The Willowra Early Childhood Program has been operating with support from WETT for many years, initially through a partnership between BIITE and World Vision Australia. Since 2017 it has been operated by BIITE with the aims of providing Willowra families with early learning services for children aged 0 to 5 years by combining playgroup and training for Warlpiri workers in childcare.

For the Willowra Learning Centre, which is co-located with the early childhood centre, reporting suggests community conflict and vandalism of the centre negatively impacted governance and operations. Despite this, average daily attendance suggests it continues to be a valued community service that community members continue to make use of and feel safe taking their young children to. 2018-19 reports suggest that between 5 and 18 children attended each day.

Like the previous year, an average of six staff were employed at the centre. All staff were enrolled in a Certificate II in Family Wellbeing and three completed their training in this period.

The Early Childhood Support Fund was recently established based on a recommendation in the 2017 WETT Review. The review identified strong community interest in early childhood programs and services and a gap left by World Vision Australia withdrawing its early childhood service from the Tanami. This program involves WETT allocating funds to existing early childhood services in Lajamanu,

Nyirrpri and Yuendumu to support Warlpiri Early Childhood Reference Groups and their capacity development.

To date, only the Yuendumu Child and Family Centre has accessed this funding. Reporting suggests that Yuendumu Child and Family Centre have put the funds to good use, including: site visits for reference group members and staff to early childhood centres in Darwin and remote communities in the Top End; on-site training in trauma awareness by the Australian Childhood Foundation for reference group members, staff and parents; and the development of Warlpiri governance and trauma resources.

Learning Community Centres

The Learning Community Centre program was delivered in the four communities in this period by two different partner organisations. BIITE runs the learning centres in Lajamanu, Nyirrpri and Willowra, and WYDAC the one in Yuendumu, which is called the Pina Pina Jarinjaku. The intention is to create a culture of two-way learning through individual and group learning opportunities that are both formal and informal, plus provide places for people to gather and pursue their own activities in a safe and acceptable location.

Last year's CD program monitoring report proposed an increased focus on this program to understand shifts in the balance between formal and informal learning, and a comparison between the learning centre services being provided by BIITE and WYDAC in the different locations. This is challenging because the data for the four centres in the six-monthly reports is inconsistent and, in some cases, incomplete. Differences in how reporting has been approached are evident between the two providers. But there are also inconsistencies between reports for different locations or time periods from the same provider. For example, the July - December report from WYDAC for Yuendumu presents information differently to the January-June report, which is likely to be due to staff turn-over and reporting requirements not being clear enough. While this makes it hard to draw specific conclusions, the following can be said about progress on the program's four key objectives.

Objective One - Engage each community in an environment of learning:

- **Warlpiri governance** of the centres through holding LC Advisory Group (AG) meetings continued to be a challenge in all LCs, with only Lajamanu LC holding any meetings this period. Both BIITE and WYDAC otherwise reported doing individual consultations with AG members to get their input.
- All LCs provided some **formal training**, with some courses being accredited and others not. This included, for example in Yuendumu, Certificate II in Automotive, Mental Health First Aid, Certificates II and III in Community Services and Certificate II in Business. In Nyirrpri the LC hosted providers who delivered three formal training activities in Foundational Skills, White Card and Certificate I in Construction.
- Reporting suggests that the Yuendumu LC delivered the most formal training and that this was assisted by running some courses at night, enabling those in employment to attend, and by running gender-divided classes to address cultural requirements. The Yuendumu centre also supported three young people to complete their secondary schooling at the Academy of Sports, Health and Education in Victoria.

- All LCs provided **community education** through informal learning activities of some sort.¹¹ These included: healthy cooking; soap making; community safety and wellbeing training; Girls Night; women's sewing group; literacy classes; Indigimob workshops; licence testing; Bible study; Jaru nights; NDIS; World Vision CHAT; photography; Territory Families – foster carers information session; Family Violence Program; Kurdiji workshop; AIS language assessment and induction; and NAAJA + NAAFLS meetings.
- All four LCs provided extensive **informal 'micro' training** through people attending the centre to use computers and the internet for learning, cultural and personal needs and to build their confidence. While the numbers provided for different LCs suggest there may be some inconsistencies in the data being reported, attendance data shows all four LCs are important community hubs with many visitors.¹² Taking into account there may be some overreporting, a total of 11,935 visits across the four LC was reported this period, which is almost double 2017-18's figures.
- While each LC is hosting some Warlpiri language and culture activities, these are generally workshops, meetings or research initiated by others. This seems to be the least effective element of the program, even though it is a priority for WETT and Yapa.

Objective Two – Assist individual community member in their pursuit of specific training, employment or life aspirations

- Work has been done by each LC to support **individual life pathways** of some adult community members and case studies document specific strategies to support learning journeys, successes in individuals completing training and barriers to adult education and employment.

Objective Three – Build the skills, capacity and confidence of the local Yapa staff

- LCs generally employed between three and eight **Yapa staff**, although Yuendumu numbers appear to be higher given WYDAC engages Jaru Pirrjirdi workers in running that centre. The other three locations reported difficulties in finding young people who want to work in the LC. All four centres were underspent on their Yapa staff budget suggesting there is still a challenge in realising the full employment potential of the LCs. Reports generally note that Yapa staff are confident in opening the Centres independently.

Objective Four – Strengthen the sustainability of the program

- LC Coordinators are all working hard to build relationships with both community members and other stakeholders but there is limited evidence of this leading to funding or support for the program.

There are signs that WYDAC's positioning as a strong Warlpiri governed organisation already actively engaged with school aged children and young people may mean it is well placed to take the LC program forward in the future. However, data quality and consistency need to be addressed in order to better inform any future WETT decision on providers.

¹¹ The Willowra reports refer to 'no' community education taking place, even though they reported on running a Drink Driver Education Program which 11 community members completed successfully. This suggests the definitions of different types of training are not necessarily fully understood by LC coordinators.

¹² For example, Willowra LC, which was closed for some months and effected by the community conflict reported many more visits than Yuendumu with its much larger population.

Warlpiri Youth Development Program

WYDAC continued to deliver the Youth Development Program in all four communities, as it has done for many years. This was the last year of the current three-year contract with WETT to provide diversionary programs for young people, plus youth development initiatives to create more formal life pathways through training and employment for young people. In Yuendumu, this is directly enabled by WYDAC also running the learning centre, while in other communities WYDAC works with BIITE to align youth learning activities with those of the learning centres.

Numbers reported by WYDAC suggest that Lajamanu and Willowra delivered a similar number of program activity hours per week as last year, while there was a notable drop in both Yuendumu and Nyirrpri's hours, particularly in the second half of the reporting period. Lajamanu delivered an average of 78 hours per week and Willowra delivered 51 hours per week. This is a particularly good outcome for Willowra given the ongoing challenge of delivering services in that community, including to young people who are seen as driving much of the community conflict and vandalism. Yuendumu's numbers dropped slightly from 98 in 2017-18 to 83 activity hours per week in the January – June 2019 period, while Nyirrpri's dropped from 67 in 2017-18 to 48 activity hours per week in the January – June 2019 period. WYDAC points to staff turnover and shortages during this year as contributing to the lower numbers for Yuendumu and Nyirrpri.

Participation in the Jaru Pirrjirdi program, which provides training and employment opportunities for young people on WYDAC projects, increased across the four communities to a total of 446 trainees, up from 320 in 2017-18. These young people work alongside WYDAC staff to run the many youth program activities, with the intention that they will move from this learning and work experience into paid employment and leadership opportunities. As well as work experience, training and workshops are provided for Jaru trainees, which in this period included: PAW music and media workshop, a menstrual health hygiene program targeting young women, and an 'Unlock Literacy' pilot run by World Vision Australia.

There was a significant drop in the number of Jaru training program graduates moving into employment in this period. Four graduates were employed in this period compared to 12 in 2017-18. It is suggested that WYDAC staffing issues again contributed to this. The Lajamanu Art Centre employed one of these young people, but they were otherwise employed by WYDAC in Lajamanu and Yuendumu.

Warlpiri Language and Culture and Secondary School Support Programs

WETT continues to provide significant funding to support schools with bilingual and secondary education. The long running country visit and elder payment program provides school students with the opportunity to learn from community elders both in the classroom and on bush trips. The Warlpiri Theme Cycle Project, initiated in 2017-18, provides funding to the Yuendumu-based Bilingual Resource Development Unit to engage more community members in adapting the Australian curriculum for the Warlpiri schools. The secondary school support program provides direct support for Warlpiri secondary students (living in and outside Warlpiri communities) attending boarding schools, as well as funding for interstate school excursions for Warlpiri students. Together these initiatives accounted for 55% of WETT funding allocations in this period.

According to the CLC Annual Report for 2018-19 the country visits and elder payments program supported more than 100 students from Willowra, Yuendumu and Nyirrpri to visit cultural sites such as Juurlpungu Yuwali and Yarrpilangu. Activities included visiting sacred sites and sharing stories, painting up for ceremony, making tools, hunting, cooking and collecting bush foods. Reports were

received from three of the four schools and demonstrate that in each location there is active elder engagement and employment as part of the country visit and elder payments program.

The Secondary School Program provided support to 49 students from three of the four community schools (Willowra does not have a secondary program) to go on interstate school excursions. Yuendumu school ran two excursions, taking 18 students to Albury and 12 to Brisbane. Lajamanu took 11 students to Melbourne where they visited museums, a boarding school, Sovereign Hill and the zoo. They also went ice-skating and watched an AFL football match at the MCG. Nyirrpri took eight students to Darwin for a week. They participated in a range of activities including an Indigenous cultural tour, team building and outdoor experiences at Batchelor, a visit to St Johns College where some students are hoping to study, and visits to national parks and other tourist attractions. Feedback from students on the excursion included:

"I loved the Darwin sunset cruise. The best thing was the burger and that [my friend] was there." (Female student)

"I made new friends at Batchelor." (Male student)

"St. John's College and Mindil Beach. I loved it." (Male student)

The teacher who accompanied the Nyirrpri students, which included some in year six, reported the following:

"For me as their teacher it was excellent to observe them in a different environment. I can see that some of the year 6 students are getting ready for their next journey in life, I hope they embrace the challenge of boarding as a year seven student out of Nyirrpri."

Funding was also provided to support 15 Warlpiri students who are studying away from their communities, by, for example, hiring laptops and musical equipment, paying camp fees and facilitating family visits. The following report from one student provides a sense of the benefit this is delivering to both young people and their families:

"I attended the Year 12 Meriden School graduation on 26 September 2018 at the City Recital Centre, watched by my family, thanks to funding from the Warlpiri Education and Training Trust (WETT).

The funding allowed my parents, as well as my brothers, to travel from the Northern Territory via Adelaide to Sydney and [to] Ballina, to see me graduate.

It was an exciting day where the guest speaker, Andrew Katay, chairman of the School Council, told us the value completing the HSC. I felt a great sense of achievement completing this education milestone. It will allow me to continue further qualifications and open many doors in my future. I am grateful for the assistance given to me by the Central Land Council in Alice Springs for their support in bringing my family to my graduation ceremony in Sydney.

I will never forget how it was such a great honour to be presented with my graduation testamur by the School Council Chairman and to share in the amazing occasion with beautiful music and singing by the Meriden choir."

The Warlpiri Theme Cycle Mapping project commenced in 2018 is being implemented by the Bilingual Resource Development Unit in Yuendumu and led by a team of Warlpiri and non-Aboriginal educators. The project held community workshops to get input from elders and community members in

developing Warlpiri language and culture curriculum in Yuendumu, Lajamanu and Nyirrpri. These workshops also provide professional development opportunities for Warlpiri educators.

Achievements to date include influencing the Yuendumu School to prioritise the project and the development of Warlpiri curriculum, and successfully engaging men in the community workshops. A range of outputs have been produced including learner pathways for key learning themes, a revised Warlpiri theme cycle curriculum, recordings and video footage that will be used to develop resources, and planning for a painting to represent the Warlpiri Theme Cycle. Over 20 elders and community members have been paid for their important contributions to the project.

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 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.

The service is delivered by the Western Desert Nganampa Walytja Palyantjaku Tjutaku Aboriginal Corporation (WDWNPT), a highly effective Aboriginal organisation based in Alice Springs. As noted in last year's monitoring report, WDWNPT influenced the Australian Government to list remote dialysis as a Medicare item in 2018. Kurra's overall contribution of \$3.5 million to remote dialysis in the Tanami between 2007 and 2018, together with the GMAAAC and CLM project contributions, helped to demonstrate the value of this service and leveraged sustained government support.

Significantly, remote dialysis services in the Tanami operated without funding from any of the CD project income streams for the first time in 2018/19. Further, the four project funding allocations that were made by Kurra in 2017/18 were not actioned because WDWNPT received government funding instead. These allocations were considered by the Kurra Directors, which met three times with CD staff during this period, and subsequently cancelled.

This Tanami Dialysis Support Project provides a clear example of an Aboriginal group funding a high priority and successful initiative, which has contributed to securing ongoing government funding to sustain it.

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.

Substantial income for this period of \$7.3 million, combined with unallocated income from previous years, saw GMAAAC committees almost double the amount of project funding to \$12.9 million for 109 new projects this year (see appendix D). In addition to the existing 123 GMAAAC projects under management, this income stream continues to create a very high workload for the CD Unit, as well as for other CLC staff such as those in the legal section and AAMC.

Key GMAAAC project results for this period are:

- 186 Yapa were employed for a combined total of 10,235 hours to work on arts and culture, education and infrastructure projects.
- 58 GMAAAC meetings and consultations took place.
- GMAAAC project highlights included:
 - Tanami Downs GMAAAC Committee progressed several infrastructure projects designed to get people back and living on this homeland, including upgrades to the solar system and street lighting.
 - Yuelamu benefited from the installation of solar streetlights by CDRC field staff between north and south camp and around the community basketball court.
 - Lajamanu GMAAAC Committee took another step towards the community's long-term aspiration for a waterpark, which Yapa hope will deliver health and education outcomes, by funding this project, going to tender and considering design options from the selected partner.

GMAAAC Governance

The governance and consultation workload remained very high for GMAAAC with CD staff facilitating 10 committee meetings, 7 community meetings, 38 informal consultations, plus supporting three meetings of the GMAAAC Directors. See Appendix D for further details on the location and type of engagements for GMAAAC in this period. The challenge of delivering this large project was partly addressed with the GMAAAC Directors approving three years of funding for a new Senior CD Officer position within the CD Unit. This is the first time GMAAAC has had a dedicated senior position to coordinate it and highlights the value the Directors place on the facilitation role the CD Unit plays.

Director meetings included ongoing capacity building training through GMAAAC's 'Good Governance Program'. Feedback from CD Unit staff suggest that this training is proving effective and they are seeing signs of Directors applying what they have learned in committee meetings. Examples include GMAAAC Directors having a greater understanding of the GMAAAC rules and decision-making process, and general financial and risk management. In some locations staff have observed Directors influencing committees to hold project partners more accountable for delivering and reporting on the funds they have received from GMAAAC.

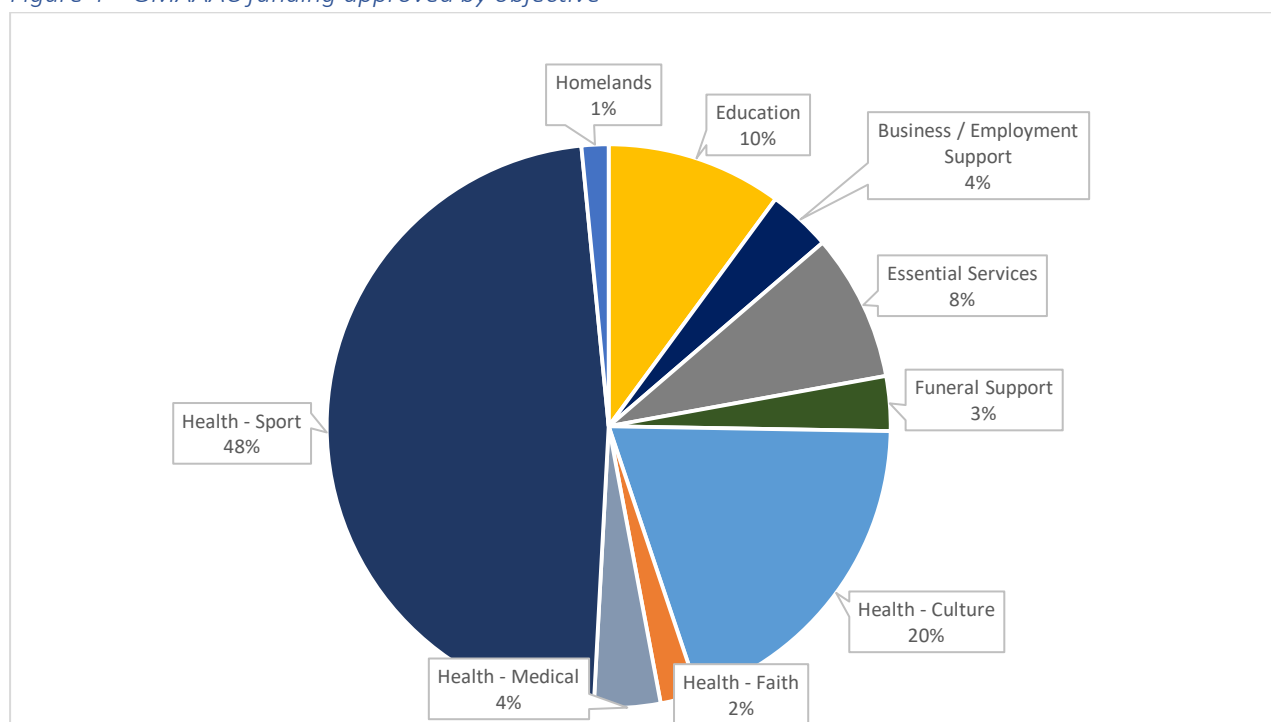
GMAAAC Committees are also generally becoming more confident over time in enforcing policies and agreements. For example, in Lajamanu the committee addressed issues with several organisations, which were not managing their vehicle and music equipment projects in line with the 'Strong Partner Policy'. Although this had the potential to create tension between community members, the committee effectively addressed the issue of these project assets not being used and stored appropriately.

The large number of informal consultations reflects a continuation of the CD Unit's strategy to work outside formal meetings to address governance and project issues. This was described by staff as being particularly effective in Yuendumu where three committee members resigned (due to the community perception that their 'camp' was over-represented) and had to be replaced. Consultations were done by staff with different camp or family groups to identify potential replacements that would be acceptable to all. This resulted in a very smooth nomination and confirmation process when the committee and community meetings were convened.

GMAAAC Projects

109 projects were funded this year, 38 more than in 2017/18. The full project list is provided at Attachment D. Funding allocations by GMAAAC objectives were similar to 2017/18 with almost half of the funding, approximately \$6 million, going to Health – Sport. This includes over \$2 million for the construction of a waterpark in Lajamanu, and operational funding for sports teams and sports weekends in all nine communities. The proportion of funding directed to other objectives was similar to the previous year although there were minor decreases in education and essential services, and an increase in allocations to health through the sub-objectives of ‘culture’ and ‘medical’.

Figure 4 – GMAAAC funding approved by objective



Funding allocations and staff reflections suggest that some GMAAAC Committees are seeing more benefit in doing longer-term planning and funding multi-year projects, rather than funding many short-term projects. The Lajamanu waterpark is one example of this. Funds were saved in previous years and allocated for construction this year, and the Lajamanu committee is also saving towards future operational costs. In another example, the Tanami Downs committee has taken a staged approach to upgrading that homeland, initially by funding a full assessment of infrastructure needs. This informed further allocations to infrastructure upgrades and an ongoing repairs and maintenance budget. These examples may be useful to the CLC in encouraging other groups to think and plan longer-term, particularly given the number of projects funded by GMAAAC continues to grow each year.

Most of the sport projects funded by GMAAAC are support for men’s and women’s sports teams to travel and participate in sporting competitions and for community sports weekends. The general intention is to create broad community benefit and to keep young men and women engaged in positive activities. They generally require reporting on project activities and the numbers of people involved. This makes it easier for delivering organisations to report on these projects, which are generally funded at lower levels, but it means the data about the outcomes and longer-term value of these many projects (beyond activities and participation) is generally limited.

In some cases, sport is being funded to achieve education outcomes. The ambitious three-year Lajamanu Sports Academy project provides an example of a larger (and more expensive) sports project that seeks to deliver and report on education outcomes. This project is delivered by WANTA Aboriginal Corporation which is working with the Lajamanu school and other stakeholders to provide sporting activities, skills sessions and trips away for school students. 160 students have participated in project activities and three Yapa have been employed on a permanent part-time basis. WANTA reports that improved school attendance was not achieved in 2018 due to external factors, such as community deaths and royalty distribution meetings. However, it also notes teachers' anecdotal reports that other objectives have been achieved, including reduced anti-social behaviour among female students and some students being more focused in class. The project has also worked intensively with 12 secondary students, which WANTA believes may have contributed to increase student retention in years 9-11. As this project continues to be delivered and reported on it may be useful to GMAAAC to understand the outcomes delivered by this type of investment, in addition to those delivered by the other community sports projects.



Louis Watson has been training Robin Brown and other young men to run the Tanami Football League.

The data show ongoing increased attention to services for children and women in some locations. In addition to the Lajamanu waterpark project and ongoing operational funding for the Yuendumu pool, playground equipment and upgrades were funded and/or delivered in Ringer Soak, Willowra, Yuelamu and Yuendumu.¹³ In Yuendumu, the Committee funded a nature based playground at the Child and Family Centre and is also providing ongoing funding to the school for a teacher linguist position and a school nutrition program. The teacher linguist works closely with the WETT funded Warlpiri Theme Cycle Project.¹⁴ The Yuendumu School reported that over 300 students received healthy meals in 2018 through the nutrition project, with an average of 138 students participating daily. The report notes that "Student engagement has increased since the implementation of the school nutrition program,

¹³ The Nyirripi playground project was unable to proceed due to a lack of agreement on scope with the proposed partner, CDRC.

¹⁴ See WETT Language and Culture in Schools section of this report for further detail.

as students have the necessary energy to participate in learning programs.” The Lajamanu GMAAAC Committee also supports a nutrition program at the Lajamanu school.



Sebastian Wilson at the Yuendumu bush medicine garden

In terms of women’s projects, all communities funded women’s sports and cultural support. A major funding allocation of almost \$1 million was also made this period by the Yuendumu GMAAAC Committee to construct a Women’s Museum and other cultural infrastructure for women. This has been a long-held cultural aspiration of the women of Yuendumu and was funded following the completion of a GMAAAC funded feasibility study. As well as signalling increased attention to funding for women’s projects, this is another example of a project with a staged implementation approach, with initial feasibility and planning work resulting in a major funding allocation.



Warlpiri and Arrernte Elders visit AIATSIS in Canberra to repatriate Olive Pink’s field notes as part of a GMAAAC-funded documentary project with PAW Media

Four key issues were raised in the 2017/18 monitoring report in relation to GMAAAC for further consideration by the CLC, including:

- The suitability of the 12-month planning cycle, particularly with the income increasing;
- The increasing size and complexity of the GMAAAC project management workload;

- Internal CLC processes and communication, particularly for infrastructure projects that require leases; and,
- Issues with project delivery by several organisations.

Staff reporting suggests that the creation of a new senior CD officer role to coordinate the GMAAAC work, plus all other GMAAAC positions being filled during this period after significant CD and legal staff turnover, may have gone some way to addressing the first two issues. It remains a question for GMAAAC and the CLC whether the 12-month planning cycle is maximising sustainable development outcomes or whether this should be reviewed given current and projected annual GMAAAC income.

Staff comments suggest that some GMAAAC funded projects that need leases continue to be delayed due to the high workload of the other sections of the CLC that are responsible for consulting with traditional owners on leases. The rapid growth in the project load for GMAAAC continues to create challenges for the CLC legal section, which now has a GMAAAC funded legal officer but is still not adequately resourced to efficiently turn around the many funding agreements needed. This, together with additional planning and infrastructure requirements under NT planning laws, has created significant delays to the execution of funding agreements and project start dates.

Similarly, issues with some funded organisations not entering into contracts, not successfully delivering projects, taking too long, or not wanting to continue existing projects, were also ongoing this period. CD staff raised concerns in 2018/19 about several organisations operating in the region, including both Aboriginal organisations and government entities. WYDAC, and to some extent YKNAC, continue to face challenges with their governance capacity and ability to deliver on the number of projects they have been contracted for.

CDRC was also again highlighted by CD staff as an important partner, due to its role in the region, but one with a mixed track record in project delivery. This regional council did successfully install solar street lighting in Yuelamu in 2019, with strong involvement from a local works crew that was well supported by CDRC senior managers. Residents of Yuelamu gave very positive feedback on this project and the CDRC Local Authority co-invested by funding additional lights. On the other hand, in the other four GMAAAC communities that CDRC services, CD staff again identified issues. These include instances where GMAAAC and CDRC spent significant time developing projects in partnership, followed by CDRC ultimately withdrawing at the point of signing the funding agreement. A related issue was CDRC's withdrawal from longstanding successful projects such as the mediation and justice initiative in Willowra. CDRC's refusal to work with GMAAAC to undertake projects beyond infrastructure is leaving Tanami communities with a vacuum for some important functions previously held by Community Councils. CD staff remain committed to implementing the strategies they had identified and that were documented in last year's monitoring report.

The broader issue of limited capable organisations willing and able to deliver projects in the Tanami where CD income is substantial was discussed by GMAAAC Directors. CD staff note that the GMAAAC Committee talked about wanting to set up a new Aboriginal corporation that could be governed *and managed* by Yapa people and deliver projects, unlike most of the existing Aboriginal organisations which are managed by non-Aboriginal people. The amount of work that it would take to achieve this was also discussed, together with the possibility that a new organisation might also rely on non-Aboriginal management, and no formal decisions were made to go down this path.

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 south west of the NT and the Anangu Pitjantjatjara Yankunytjatjara Lands of South Australia. Mutitjulu receives a portion of project funding each year and considerable project effort through its own planning process as many UKTNP traditional owners live there.

URM Project results:

- The CD Unit delivered 47 community meetings and engagements;
- Almost \$2 million was approved for eight new projects planned and approved by traditional owners for Mutitjulu and regional initiatives;
- Project highlights include:
 - 17 students from Kaltukatjara, Amata and Pukatja supported to enrol, travel to and study at boarding school.
 - Language and culture were supported across the region with country visits for inter-generational learning, the development of a bilingual app and publication, and the production of various bilingual materials.

URM project governance

The CD Unit supported URM project governance through convening 41 informal consultations, five working group meetings (three for Mutitjulu and two for the regional project) and one traditional owner meeting in 2018/19 (Appendix E). This significant increase in informal consultations, up from 24 the previous year, partly reflects additional work to progress the construction of a pool manager's house in Mutitjulu. Extensive work was done to actively engage the pool's *Anangu* steering committee in setting up a corporation to hold the underlease for the pool and pool managers house, securing an underlease, confirming the building design and going to tender on the house construction project.¹⁵

Staff reflections suggest that both the Mutitjulu and regional working groups are continuing to develop their governance capacity, including through more openly discussing issues with Aboriginal partner organisations and trying to hold them to account for the delivery of funded projects. Two presentations were given by Anangu working group members to Central Land Council meetings showcasing the Mutitjulu pool and the regional culture trip project. Staff noted that both presenters demonstrated a clear sense of ownership of the positive outcomes achieved.

URM funded projects

In 2018/19 almost \$2 million was allocated to eight projects, which included three projects in Mutitjulu (see Appendix E). There was a significant increase in the amount of money allocated to health projects this year. 71% was allocated to projects with a health objective compared to 24% last year, which includes two years of funding for a regional dialysis support project¹⁶ and three more years of operational funding for the Mutitjulu Tjurpinytjaku Centre swimming pool.

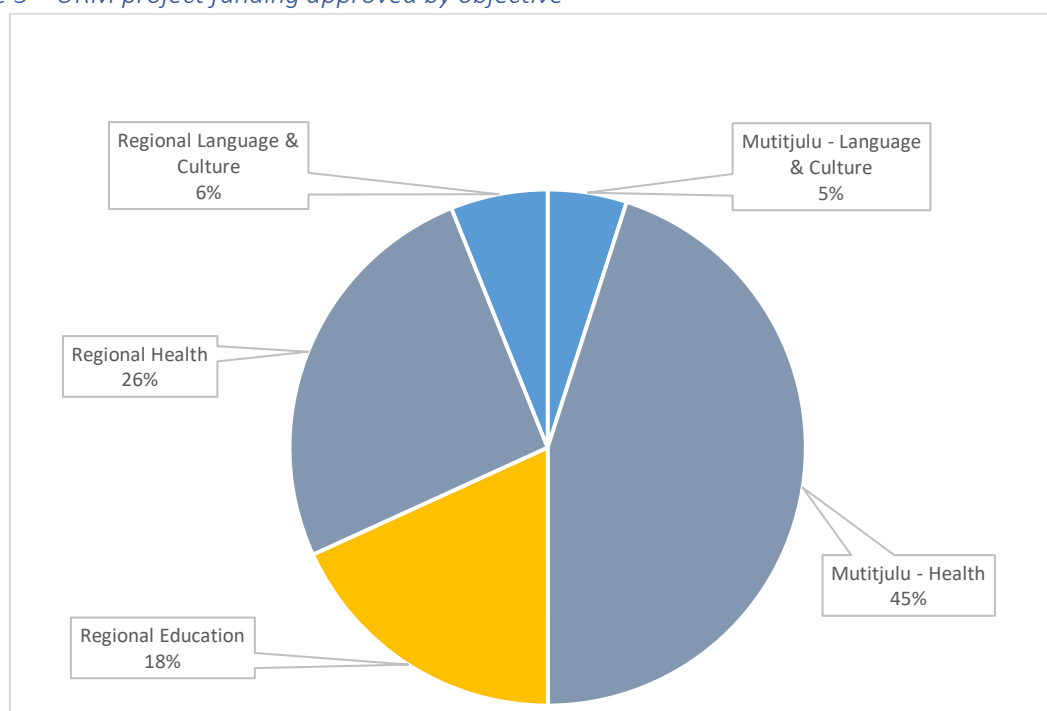
¹⁵ Anangu is the Pitjantjatjara word for Aboriginal people.

¹⁶ CD staff report that, similar to the Tanami Dialysis Project, the URM funds approved for remote dialysis support in the South West region have not subsequently been needed due to the Government now covering this under Medicare.

The Mutitjulu pool continues to be an important community owned sport and recreation facility with approximately 6,700 visits during the seven-month summer season in 2018/19. The Royal Life Saving Society (RLSS) NT ran swimming lessons for primary school students in the lead up to a successful annual swimming carnival in March. The carnival was organised by the pool manager, Casa Leisure, and supported by the RLSS NT, School Sports NT, Mutitjulu School, Amata Anangu School, Docker River Primary School and Nyangatjatjara College. There is no reporting on the Yes School, Yes Pool policy in this period.

The pool also provided employment to three Anangu casual employees who worked a combined total of 119 hours, which is slightly less than the previous period. Local employment continues to be a challenge for the Mutitjulu Working Group and Casa Leisure, despite their strong commitment to this and the various efforts of the long-term pool manger. With the current manager leaving the role and being replaced in the next period there may be opportunities to trial new employment and retention strategies, but equally the new manager will need time to develop trusting relationships with the community. Local employment should continue to be monitored closely in the next period.

Figure 5 – URM project funding approved by objective



The Boarding School Support project run by the NPY Women’s Council is working well, with 17 students from Kaltukatjara, Amata and Pukatja supported to enrol, travel to and study at boarding school. This included funded visits to the schools for family members and the project officer. In the first half of 2019 four students supported by the program successfully completed two terms of boarding school and another six students commenced boarding school in Term Two. Information sessions and community consultations have generated a waiting list of another 20 students hoping to join the project. The project has also created the equivalent of a full-time project officer role, which was filled by two local Aboriginal people in this period. While there are challenges, including building and maintaining relationships across the three remote communities and with interstate boarding schools, the project is supported by operating within the NPY Women’s Council broader approach to young people and their families. The attention by the project to supporting students to visit the

schools before they enrol and to manage their homesickness are highlighted by CD staff as contributing to student retention.

Waltja Tjutanku Palyapayi Aboriginal Corporation (Waltja) was re-funded to support students to attend boarding school from two areas in the URM project region. While reporting is only available for July – December 2018, it shows that while applications were made for 15 students to a range of boarding schools, none were accepted. Waltja suggests this is because students have not attended school regularly enough in the past to meet the entry requirements.



Tjanaua Hill, Shania Carroll, Keith Turner Hill and Russell Kickett at Alice Springs airport before leaving for boarding school in February 2019

Waltja is also funded to deliver a ‘Strong Young Parents’ project in Utju (Areyonga) and Watarrka homelands. The report for the July – December 2018 period suggests the work has focused on educating parents and school children about nutrition and healthy meal preparation. The project objective to create a strong young parents’ group and engage them in educational workshops has been discussed with community members but had not progressed. Waltja report this was due to a lack of interest in Utju and young people from Watarrka region being highly mobile and rarely in the homelands.

The other major regional funding priority is language and culture. Various projects to strengthen language and culture maintenance in Mutitjulu and across the region are being delivered by different Aboriginal organisations, including the CLC’s land management section. Some of these projects involve working with senior Aboriginal people to take younger people out on bush trips to learn about country and culture. These trips provide important and highly valued opportunities for inter-generational learning.



Tarna Andrews explaining how to make the spinifex resin during Tangentyere Bilingual Resources Project at Utju

Another initiative is the development of bilingual resources in partnership with several organisations. A bilingual mobile application and publication are currently being developed by the Ara Irititja Aboriginal Corporation. This is an extension of the Ara Irititja digital archive project, which URM Traditional Owners have previously funded to install computers in communities and to work with Anangu to record stories and maintain the archive. While there are some ongoing issues with accessing the digital archive in remote communities due to broadband speed, there has been good progress on the app. Ara Irititja project staff have worked with Traditional Owners to identify focus areas and subjects for which Pitjantjatjara language, stories, translations and images will be developed.



Patrick Driffen, Jonathon Poulson, Lisa Tucker, Matthew Brumby Jnr. And Brian Couthard Jnr. During the Tangentyere Bilingual Resources Project at Utju

Tangentyere Council's Land and Learning section is also working on the production of bilingual resources with URM funding. During this period a collaborative project involving Utju elders, teachers and school students, supported by linguists, produced two booklets in Pitjantjatjara.

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 apply park rent for community benefit. The project aims to achieve this by establishing a community development planning process with each of the 16 groups, in order to achieve broad ranging social, cultural and economic benefits.

The NT Parks project commenced in 2010 following two years of consultations with park Traditional Owners about the option of using future rent for community benefit. Based on the positive response from a range of park Traditional Owner groups, the full council passed a resolution at their November 2010 Council meeting to direct all rent to programs that benefitted each Aboriginal Traditional Owner group.

Key NT Parks Project results:

- 99 consultations taking place across the 16 national park groups.
- 39 projects planned and funded for a combined total value of just over \$1 million.
- 20 people employed across the NT parks-funded projects worked a combined total of nearly 700 hours.
- 17 projects funded in the previous periods were completed.
- Project highlights:
 - \$1.8 million in co-funding secured from the Aboriginals Benefit Account for the Iwupataka Water project planned and part funded by the West MacDonnell – East group, following six years of lobbying and negotiations with the Australian Government.
 - Completion of construction of a second classroom at the Lilla homeland by the Watarrka group, which will enable secondary students to remain and study in their community.

NT Parks governance

A total of 99 community engagements were conducted by CD staff, as set out in Appendix F, up from 83 in the previous year. 68 of these were informal consultations and stakeholder meetings, but there were also 31 planning and decision-making meetings by Traditional Owners and their governance or working groups.

As noted in last year's monitoring report, the governance arrangements for the Watarrka National Park, which are tailored to work with different family groups, means this park continued to receive a high level of service from the CD Program. In this period a third (33 out of 99) of the overall consultations across the 16 parks related to Watarrka. This was significantly more than the other large parks that have also divided into different governing groups, such as the West MacDonnell National Park which had 19 engagements and the East MacDonnell National Park which had 17.



Yeperenye traditional owners Marina Alice and Patricia Ellis at Jessie Gap discussing the Trail Project

CD staff again report that although Watarrka governance arrangements are generating an increased workload for this park and each group has a smaller share of the money to fund projects, there are governance benefits. These include increased engagement in and ownership of the process by family groups, different generations of families working together and learning from each other, and deeper project planning. The benefits to respective family groups should be monitored and compared to those from regional projects, such as funeral and education support, which continue to target the whole Watarrka group. CD staff also see value in reviewing the recent URM governance reform process, in which some Watarrka Traditional Owners participated, to inform ongoing discussions with Aboriginal participants on the merits of working more inclusively.

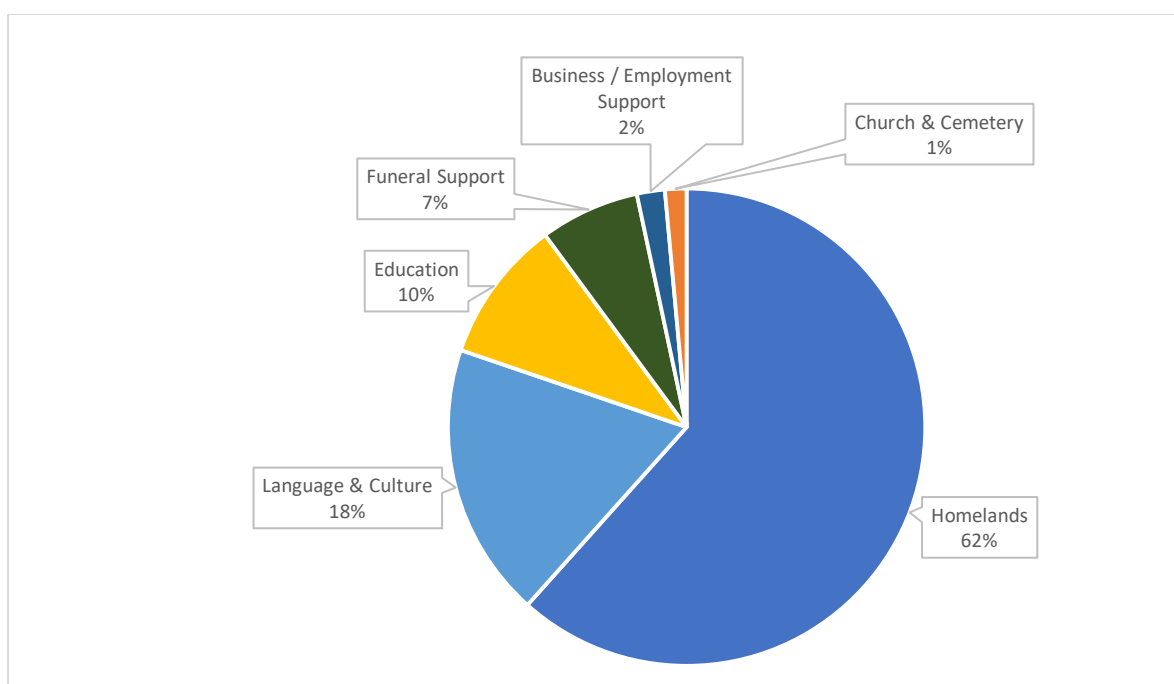
In another interesting example of the way the CD program works with and responds to local governance arrangements, the three families in the East MacDonnell Traditional Owner group, who had chosen to split the income and worked separately for many years, came together because one family needed agreement from the full group to set up an outstation using their portion of the rent money. The CLC convened this meeting and each family took the opportunity to share information on completed projects and future plans. The three families found this so useful that they decided to come together on an annual basis. CD staff report that this full Traditional Owner meeting supported information sharing, built pride with each group showcasing their projects, and encouraged cohesion, with some Traditional Owners suggesting they could share their group's income with others who might need extra funds to complete a project in future.

[NT Parks projects](#)

Collectively the 16 park traditional owner groups planned and funded 39 projects in 2018/19, double the 20 projects funded in 2017/18. The overall amount allocated was slightly less than last year at just over \$1 million, which means the average project value dropped from \$55,463 to \$25,896. CD staff suggest several possible reasons for this, including that groups are funding more funeral and ceremony support projects, and to a lesser extent education projects, which tend to be of lower dollar value than infrastructure projects. Another likely factor is the division of the Watarrka Park Traditional Owner group into smaller groups that each have less project money, which is leading to smaller dollar value projects being funded.

Figure 6 shows that despite a 25% funding reduction from 2017/18, homelands continued to be a high priority and received 62% of funding. These projects generally involve upgrading housing, and water and power infrastructure to enable more people to visit and live on homelands. CD staff observe that securing a reliable water supply is becoming an increasingly important issue, which may be due to climate change. It may also reflect the staged approach to homeland development the CD program is promoting, with the first step to ensure a water supply before anything further is planned or funded. Funding for language and culture, and education, increased by 10% respectively from the previous period to 18% and 10%, which highlights the increasing diversity in initiatives funded by NT Parks groups.

Figure 6 – NT Parks rent money approved by objective



Project reporting shows that homeland infrastructure upgrades funded in previous years by different park groups were completed this period. This includes the Alyarpere ablutions block and fencing funded by the East MacDonnell Ryder family, the Sandy Bore and Iltititjari solar power upgrades funded with Watarrka rent money, and Urremerne bore maintenance and shelter construction through Ewaninga Rock Carving income. CD staff report that homeland upgrades continue to enable people to spend more time on and maintain their connection to country. In the case of Iltititjari, CD staff report that with the solar power upgrade family members are spending more time there operating their existing tourism business.



New solar panels at Watarrka Nguarratjuta Itjitiari homeland

Progress was also made on a new tourism project, with the repairs and upgrade to the Palm Valley Old Ranger Station funded by the Palm Paddock group from Finke National Park completed by Tangentyere Constructions. CD staff report that a tourism business is now being established with strong support from the working group and is already providing employment and skills development opportunities to local people.

The construction of a second classroom at the Watarrka School at Lilla through the Watarrka regional education initiative was completed. This project was managed by the Watarrka Foundation, which successfully secured philanthropic co-funding but was unable to get a co-contribution from the NT Education Department. The intention is that with two classrooms, one for the teacher and another for the teacher's assistant, the school will be able to cater to students up to Year 10, which will help keep students and their families in Lilla and grow the homeland. CD staff reflected that community conflict in Lilla was negatively affecting school attendance towards the end of 2018/19. Future monitoring will be needed to determine the extent to which the benefits of this project are fully realised.



Sadie Williams and Students welcoming visitors during smoking ceremony at Watarrka Secondary School

CD staff also report that education projects funded by different park groups are assisting young people to attend boarding school by paying for school equipment and for family members to visit students.

Project reporting on these projects is generally limited to the names and numbers of students and schools participating in these projects, making it difficult to assess the benefits for students and their families. CD staff and previous monitoring of the CD Program have identified the need to strengthen these education projects, including through more comprehensive monitoring and assessment, particularly given the increasing investments Aboriginal people are making in education.

3.6 Community Lease Money Project

The CLM Project works with lease money that is paid by third parties to traditional owners for leases over community land under section 19 of the NT Aboriginal Land Rights Act. It involves ongoing section 19 lease money and the remainder of the one-off five-year lease money paid by the Australian Government which followed the 2007-12 Northern Territory Emergency Response (NTER). As part of the NTER the Australian Government compulsorily acquired five-year leases over 20 ALRA and 10 Community Living Area (CLA) Aboriginal communities.

The five-year NTER lease money was paid to the CLC to be applied to or for the benefit of Traditional Aboriginal Owners and subject to a full Council resolution in November 2012. The Council resolved unanimously that at least half of the final valuation of the lease amount for the 20 ALRA communities would be applied to community purpose projects for the benefit of the Traditional Aboriginal Owners. Council also resolved that communities that stood to receive over \$1 million could allocate no more than \$500,000 to individual distributions. These resolutions were developed over several months with input from the CLC Executive. In addition, 10 communities on the Community Living Area (CLA) title decided to work with the CLC to use their five year and other lease income exclusively for the benefit of each community.

All other section 19 lease money (aside from the 'five-year lease' money) has not been subject to a Council resolution. For communities on ALRA land each Traditional Owner group is consulted by the CLC to determine if and how the monies will be divided between individual distribution and community benefit through the CD program. CLA communities are required to use lease money for community benefit under the rules of their land holding associations. In addition to 10 CLA communities, 20 ALRA communities are currently working through the CD Program to apply a portion of their income to community benefit.

Key results for the CLM project:

- Alekarenge Working Group highly commended in the national Reconciliation Australia Governance Awards in the unincorporated category.
- 14 community meetings, 24 working group meetings and 52 informal consultations by the CD Unit supported project governance;
- Almost \$2 million allocated to 40 new projects across 15 different communities.
- 18 Aboriginal people were employed by projects and collectively worked for 1,647 hours.
- Project highlights:
 - Benefits for Alekarenge through employment of additional youth and casual local workers to engage young people during high risk times.
 - Installation of a Wi-Fi hotspot in Wilora has improved communications for residents who have no mobile phone coverage.

CLM project governance

The CLC CD program facilitated 94 meetings and consultations in 2018/19, up from 74 in 2017/18. Further detail on the location and type of CD Unit engagement is provided at Appendix G. These engagements involved 16 of the communities involved in the project. CD staff did not support any meetings or do any informal consultations in the following 13 locations: Amoonguna, Areyonga, Dagaragu, Haasts Bluff, Imangara, Imanpa, Kaltukatjara, Lajamanu, Laramba, Mt Liebig, Papunya, Willowra and Wutunugurra.¹⁷ Yuendumu had the most community engagements, 17 of which were informal consultations focused on meeting with partner organisations to progress planning for new projects or resolve issues with funded projects.



Derek Walker and Peter Corbett delivering their acceptance speech at the Indigenous Governance Awards – Photo by Reconciliation Australia-Jillian Mundy

In 2017/18, Wallace Rockhole resident and non-resident Traditional Owners agreed to split the lease money and set up two separate working groups. Building on this, six governance meetings and five informal consultations were conducted this period. This resulted in the resident working group allocating funds to five community projects, including band and gym equipment, fencing and drilling a bore, and the non-resident group funding a funeral support project. CD staff report this is solid progress given the resistance of group members to using the money for community benefit and the conflict within the broader group and the non-resident family group.

¹⁷ This was for various reasons including: some locations are saving up their annual income until they have sufficient to fund projects that meet their aspirations, such as Imangara and Wutunugurra; the Tanami communities chose to focus on GMAAAC income and let community lease money build up; staff resourcing meant the CLM project was not prioritised in some locations; and, in the case of Amoonguna, the community has opted out of the CLM project and CD Program.

Staff reflected that governance by Ntaria working groups is particularly strong, with members able to respond to an informal funding request from a local organisation by outlining the steps in the planning and decision-making process, and the information required for the group to make funding decisions. This is consistent with 2017/18 monitoring which highlighted the strength of community governance and ownership of the CLM process in Ntaria.

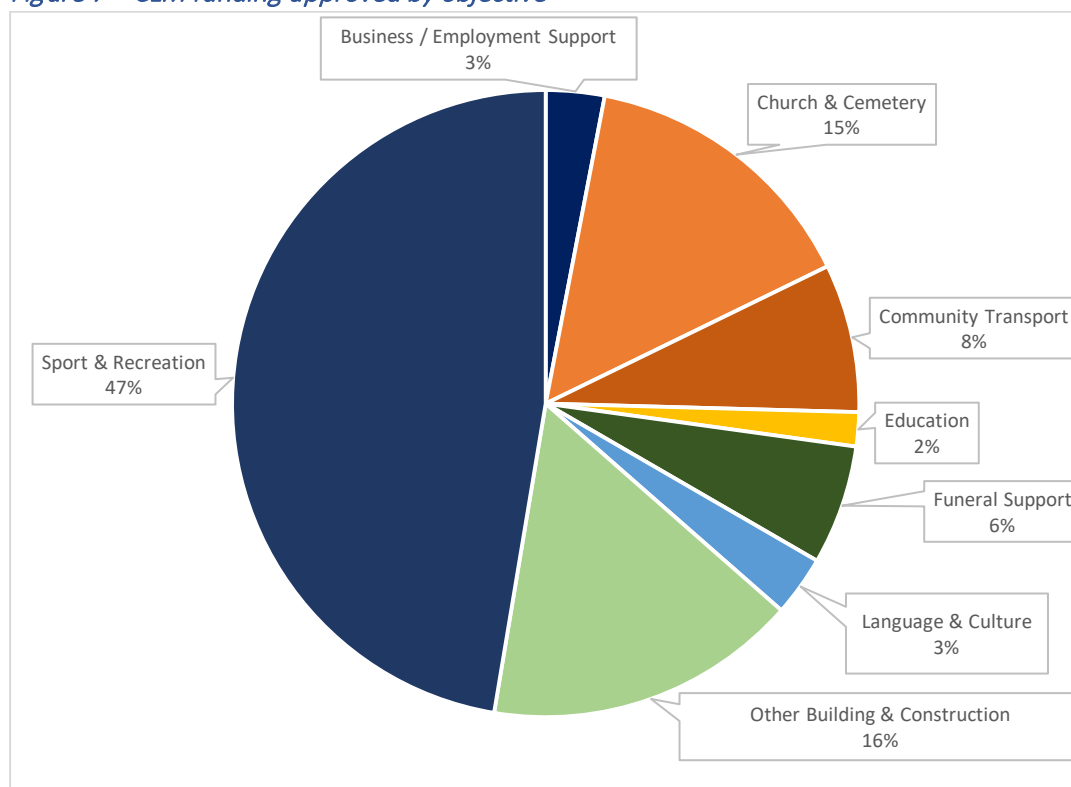
CLM projects

The total approval of \$1,820,230 in CLM funding for 40 projects is significantly more funding than the \$783,328 allocated to 34 projects in 2017/18. The average project value almost doubled from \$23,039 to \$45,505. This increase is largely due to three substantial projects being funded in Santa Teresa, for a combined total value of \$709,500, to install and maintain lights at the football oval and upgrade the basketball court. It's worth noting that this was five-year lease money that the community had not yet spent, largely due to governance issues both within the Santa Teresa working group and the key community organisation likely to receive funds and deliver projects. A change in the working group's membership and strengthening of the community organisations' management and board has enabled the CD program to make progress in this location.

If these three Santa Teresa projects are removed, then the average project value for the remaining 37 projects is \$28,024, which is more consistent with 2017/18 figures. This again highlights the smaller amounts of funding available for projects through ongoing Section 19 lease money. It also raises a question about the CD Unit's approach going forward, given the amounts of money groups can allocate to projects is decreasing, but the level of CLC resourcing required to deliver the CD process remains the same.

Figure 7 shows almost half of expenditure was on sport and recreation projects, up from 11%, largely due to the Santa Teresa allocations for lighting at the football oval and upgrading the community basketball court. Football oval and basketball court upgrades were also funded in Ntaria and Kalkarindji, and gym equipment in Wallace Rockhole. Church and cemetery upgrades and other building construction remained important priorities (15%), although they each received less proportionally due to the increased allocation to sport and recreation. Community transport (8%) and funerals (6%) each received a similar proportion of funding to 2017/18. Funding for language and culture declined from 8% in 2017/18 to 3% in 2018/19, while education funding dropped from 7% to 2%. There may be value in tracking funding by objective over time, including using the data the CLC has been collecting on this for some years, in order to better understand Aboriginal development aspirations and if and how they are changing.

Figure 7 – CLM funding approved by objective



Reporting from project partners shows benefits delivered to Alekarenge through the employment of an additional youth worker and casual local workers to provide additional support and activities for young people during high risk times, such as school holidays. Delivering partner CAYLUS notes that one of the 11 local people employed to work on this project has gone on to be employed as a youth worker by the Barkly Regional Council. In another sign of the project delivering sustainable outcomes, CAYLUS is now funding casual wages for community members in Alekarenge and another community, having seen how successful this measure is.



Peter Corbett showing Mick Dodson the work they've undertaken on the footy oval – Photo by Reconciliation Australia- Jillian Mundy

Staff report that the Ntaria cemeteries upgrade project continues to generate local employment. Two other projects delivered in this period in Ntaria - the construction of changerooms at the football oval and the upgrade of the old clinic building to serve as a Language and Culture Centre - has also achieved good employment outcomes. The Ntaria School Sports Academy project, which delivered sport, after school activities and reward trips to Alice Springs and out bush to approximately 60 students, also provided a limited amount of employment for two local people (one week each).



Thomas Hook making pizza during the Ntaria School Holiday Program

Santa Teresa funded an upgrade at Phillipson's Bore to develop it as a campground, which was reported on in this period. Repairs and maintenance to the solar power and water supply, the ablutions block and the bush kitchen were done by Tangentyere Constructions, while tables and chairs were built by the Ltyentye Apurte Ranger group, with support from the CLC.



Ntaria year 4 and 5 Students with Wanta staff at an excursion to Kings Canyon

The installation of a Wi-Fi hotspot in Wilora was completed in this period by the Central Desert Regional Council, and air conditioners were installed in community houses by Clarklec Electrical

Services. These projects are improving communications for residents given there is no mobile phone coverage and making remote houses more liveable through the hot season.

3.7 Other projects

In addition to the six major regional projects discussed in the previous sections, the CD Unit also manages a range of smaller and/or emerging areas where Traditional Owner groups have decided to allocate their income to community projects. In 2018/19 the CD program conducted meetings with Kurtinja Traditional Owners, who receive income from the Northern Gas Pipeline, and Mt Peake Traditional Owners, who are receiving income related to the proposed Tri Star mine.

Two funding allocations were made by the Kurtinja group for infrastructure upgrades and mobile reception at Likkaparta homeland. Together these projects were allocated \$440,000 as part of the Kurtinja CD project.

The CLC Annual Report 2017/18 notes that extensive repairs were completed at the Ngulupi outstation under a project previously funded by the Twin Bonanza CD project. As well as creating several months of employment for some local people and upgrading the homeland, this project saw working group members develop their skills in negotiating with the contracting organisation, Tangentyere Constructions. CD staff report that some traditional owners actively monitored the project, including identifying and resolving employment conditions for local workers with Tangentyere.

No work was undertaken with the other smaller projects that were reported on in 2017/18, such as Rover Mine, Twin Bonanza and Loves Creek. Further, while no funding allocations were made by other traditional owner groups wanting to join the CD Program, staff report ongoing discussions and interest in the program by many Aboriginal groups.

4. Discussion

This section draws on sections 2 and 3 to provide an overall assessment of the quality and outcomes of the CD program against each of its four key objectives. These objectives are inter-connected and their progress is influenced by similar factors and strategies. To some extent they need to be balanced and resourced relative to each other. For example, early engagement work facilitates ownership, control and sound planning, but unless this 'talk' translates into action through project implementation, Aboriginal people can end up feeling disempowered and disengaged. The degree of ownership and control Aboriginal people feel changes over time, including in response to project outcomes. The data indicate people may feel ownership and control of planning and decision-making during these early steps in the process, but this decreases if projects subsequently take too long, are not delivered in line with the group's plans, or are unsuccessful or not sustained. The CLC is aware of these nuances and seeks, together with Aboriginal participants, to balance and progress all four project objectives towards achieving the overall program goal.

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 actively engaged in CD processes and in managing their own resources. Key informant data highlights that Aboriginal ownership and control, and the pride this generates, is considered one of the most important program achievements. Even groups that are newer or have relatively limited interactions with the CD program, appear to feel some degree of engagement, ownership and control, which is understandable in the broader Central Australian context. Aboriginal key informants routinely contrasted their positive experience of the CLC CD program with government processes, which generally leave them feeling unheard, unequal and unable to influence priorities.

Aboriginal ownership and control are producing important governance results. Program participants' individual and collective knowledge, skills and confidence is developing, particularly in long-running projects and governance groups such as WETT's. Other projects that have engaged a consistent governance group over multiple years, such as the two working groups for the URM project and the Ntaria and Alekarenge CLM working groups, or where focused governance development has taken place, such as the GMAAAC Director Good Governance training, are also increasing member knowledge, skills and confidence. This includes young people who are learning from the CD process and older Aboriginal participants.

Aboriginal people have identified some of the elements supporting this. Strong Aboriginal leaders assist groups to work well together, help others understand the CD process, and hold the CLC to account. For these reasons, the CD program should focus more on developing current and future leaders. Aboriginal people also identified positive, equitable relationships between Aboriginal participants and CD staff, and various inputs of CLC's experienced staff as key enablers.

Factors that Aboriginal people identified as limiting this objective include the CD process and project delivery taking too long. Groups can feel empowered in planning and decision-making but later feel less ownership and control if action takes too long. Planned benefits not being delivered or sustained can also contribute to Aboriginal disengagement. A lack of income is another key limiting factor, particularly in the East and South West regions. Finally, there are some concerns that the CD program does not provide enough support and has some rules that prevent some projects. Some of these issues could be addressed through influencing the government to work more like the CD program, enhancing CD staffing resourcing, and improving communication with Aboriginal people.

Aboriginal engagement, ownership and control is developing governance capacities, but the extent to which people are taking this into other aspects of their lives and it is contributing to individual and broader community well-being is not understood. Another issue for further consideration is what Aboriginal governance capacity development and well-being can be expected when the CD process is implemented in a comprehensive and ongoing way, such as through WETT or GMAAAC, compared to smaller, more disbursed or one-off income stream projects. There may be value in articulating several different tracks within the CD Program, each based on CD principles but with different resourcing and timeframes and therefore different expected outcomes.

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

One of the main program achievements identified by key informants was that Aboriginal-designed and funded projects were making remote communities and homelands better places to live. This is supported by the analysis of the six major projects with each providing examples of clear benefits valued by Aboriginal people. Initiatives focused on young people, bilingual and mainstream education, culture and homelands, and to some extent employment, or a combination of these, are highly valued. Collectively, they are making remote Aboriginal communities and homelands better places to live and building a brighter future for young people. This is particularly so for the GMAAAC and WETT projects, where people have the experience and income to fund more comprehensive, multi-year projects. But Aboriginal people also value smaller, short-term projects. This is understandable given the view that the government is not effectively meeting the needs of communities in Central Australia.

While some people from the Tanami believe the program is generating health and well-being outcomes, the extent to which project benefits are contributing to an overall improvement in

Aboriginal well-being is not yet well understood. The current program monitoring and evaluation resourcing and approach need to be extended to better assess this.

In terms of who is benefitting, the data show that Aboriginal people in communities across Central Australia, including into Western and South Australia, are experiencing wide-ranging benefits. This includes women, children and young people, with projects increasingly being designed and funded to target young people. But young peoples' needs are extensive and there is a view that more needs to be done to educate and support them, so they develop into good workers and strong leaders who know their country and culture. There are differences in the extent to which people from different regions are benefitting, with fewer benefits flowing to the East and South West regions compared to the Tanami with its major mining income stream.

Many of the factors limiting progress on the program's first objective are also undermining the achievement of social, cultural and economic outcomes. There are constraints with projects not being designed, delivered or sustained and therefore failing to achieve people's aspirations, including for ongoing employment. Contributing factors include insufficient project income, inadequate planning and design due to a lack of information and time pressures, particularly in GMAAAC's case due to the annual planning cycle. There are also various problems with partner organisations delivering on time and in line with Aboriginal peoples' plans. Finally, delays in project implementation, due to CLC CD and other staff resourcing, lease requirements and consultation delays, and a range of factors beyond CLC's control, undermine social, cultural and economic outcomes.

The monitoring highlights ways the CLC could address these constraints, including some identified in previous periods, such as addressing CLC and CD Unit resourcing, plus several new ideas. Focusing more on young people and doing more projects that meet their needs was one of the main suggestions for improving the program. The clear message is that the program should help young people live in remote communities on country where they can become strong in culture, get a bilingual education, engage in positive youth activities, gain meaningful training and employment, and develop as future leaders. The CD Unit may benefit by workshopping how to strengthen youth engagement and outcomes with other parts of the CLC, particularly the ranger program and the employment unit, as well as through creating a youth officer or social inclusion position.

Significantly, there is an invitation from key informants for the CLC to innovate, provide more information and ideas, and more actively facilitate groups to do long-term planning. This is a notable shift from earlier in the program, when Aboriginal participants generally prioritised local solutions to local problems. It signals trust and confidence in the CLC and the process, as well as more expansive thinking by these Aboriginal thought leaders. The CLC will need to consider how to take up this invitation, perhaps through follow-up conversations with key informants on the types of innovations and information people are interested in. The CD Unit could also use a positive outlier approach to identify cases where the CD program has been more innovative and proactive, then explore them to understand what does and does not work.

The CLC has also been advocating since the program began for governments to match Aboriginal peoples' investments by co-funding initiatives. There are encouraging signs that the Australian Government may be coming to the table by providing matching project funds from the ABA. If this eventuates, and the CLC can administer it in line with its evidence-based approach, it has the potential to add significant value. This should be closely monitored. Beyond securing government co-funding for individual projects, teaching all three levels of governments to work like the CD program may also increase program benefits. The CLC is committed to sharing lessons learned about its approach with government and has had some traction over the years, but it is also aware of challenges in influencing

real change in government policy and practice. The CLC has identified that a lobbying and advocacy strategy developed with CLC policy staff will be needed to progress this work.

Finally, the CD staff have identified practical strategies to trial which will support longer-term planning and limit the number of small, short-term projects funded, including: using this report's findings to encourage groups to save up for more substantial and sustained projects; managing expectations and providing people with information on estimated project costs before too much planning is done; and, encouraging people to fund projects in stages, starting with a feasibility study or detailed project plan. It will be important that the CD Unit reflects on and learns from these trials, and this should be captured in future monitoring.

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 primarily through monitoring, with staff actively engaged in supporting data collection, analysis and further refinement of the M&E approach.¹⁸ Some staff are feeding this information back to Aboriginal participants, partners and other key stakeholders to facilitate timely learning and adjustments. In one example, the Ntaria working group acted on 2017/18 monitoring find that Ntaria community members were dissatisfied with limited female representation on their CLM working group. This is significant because it is an issue that the working group and the CLC had been aware of for many years but had not addressed. There is potential for monitoring data to be routinely and consistently fed back to key stakeholders to inform timely learning, decision-making and program improvement.

A two-day CD Program M&E workshop was facilitated by La Trobe University in June 2019.¹⁹ CD staff, with input from the CLC CEO, reviewed the current CD program framework and monitoring approach, and discussed a more comprehensive M&E strategy for the program going forward. This was in part to inform the review of the current CD Program Framework, which is due to be revised in 2020. The workshop considered both the need for and challenges in assessing program impact, the information needs of different stakeholders, and potential funding sources. CD staff prioritised three focus areas for further development and discussion with senior CLC staff and Aboriginal program champions:

- Examine one theme or outcome area in depth, such as education, culture or employment, in order to better understand what types of projects deliver the strongest benefits;
- Assess the extent to which the program goal of supporting Aboriginal people to maintain culture and community, including through intergenerational knowledge transfer and the range of supports for young people, is delivering tangible outcomes including in health, education and employment; and,
- The extent to which the program is supporting Aboriginal people to hold project partners the CLC and other service providers to account and using the governance skills they are acquiring in other governance contexts.

As noted in previous reports, the M&E strategy and resourcing for this work needs to be significantly extended to match the growth and complexity of the current CD program. It is also critical for better understanding progress towards the program goal and for evaluating outcomes and impact on Aboriginal well-being in participating communities. The importance of M&E that seeks to understand program impact is emphasized in the Australian Productivity Commission's Draft Indigenous

¹⁸ No project evaluations were conducted during this period.

¹⁹ By this report's authors.

Evaluation Strategy. The CLC should use the final strategy to inform its ongoing M&E approach and any funding applications. As flagged in last year's report, a CLC M&E officer to coordinate collecting monitoring data and feedback loops so that timely program adjustments can be made would support this.²⁰

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

Aboriginal program participants see sharing lessons from the CD program as a high priority and the CLC has worked to do this through the CD News, presentations at conferences and workshops, and participation in various forums and meetings. Appendix H provides a list of public presentations on the CD program in this period. Together with presentations at CLC full council meetings, these communications are increasing understanding of the program among Aboriginal and non-Aboriginal peoples' more generally, not just government and NGOs. This year's monitoring suggests this objective could be broadened to sharing lessons with a range of audiences, both in Australia and internationally. The CLC will need to consider its capacity and resourcing to do so.



Warlpiri educators, Ormay Gallagher, Cynthia Wheeler and Fiona Gibson, present at the Puliima conference in Darwin in August 2019

While recognising the work already being done on lobbying and advocacy of government and others, Aboriginal people want the CLC to do more to teach and influence others to use a CD approach. Despite the evidence base the CLC has built and shared over the last 10 years on its CD program, Aboriginal people continue to feel that governments at all three levels have not learned the fundamental lessons that they need to listen to Aboriginal people, respect them as equals and engage them in priority setting. The CLC will need a considered strategy and additional resourcing to contribute to addressing this.

²⁰ The CLC has submitted a bid for an M&E position, along with substantial CD Program 'matching' funding from the Aboriginals Benefit Account, which was being considered by the Australian Government at the time of writing.



WETT Advisory Committee member Sharon Anderson presenting at the Organisation for Economic Cooperation and Development Conference in Darwin November 2018

In addition to general lobbying and advocacy on the CD approach, there is potential to do more work on specific issues, such as the work WETT is doing on education and training. The WETT project continued to actively lobby, including through meeting the NT Education Minister in March to discuss community-led schools and attending a teleconference on the Department of Education's Community Engagement and Indigenous Education Strategy Working Group. WETT AC members are actively involved in these lobbying and advocacy engagements.

5. Conclusions

The CD program continues to be strongly supported by Aboriginal people across Central Australia. It is strengthening remote Aboriginal communities, homelands and people's lives and futures, increasing Aboriginal people's collective control and ownership and building pride, and increasing Aboriginal people's knowledge, skills and confidence. This is enabled by having strong Aboriginal leaders on decision-making groups, the positive, respectful relationships between Aboriginal participants and CD staff, and the inputs of CLC's experienced staff.

The program is delivering diverse tangible and intangible benefits to many participants, particularly children and young people, communities in the Tanami region, and long-term governance groups. In the Tanami, groups are moving to longer-term thinking and planning, which is likely to further strengthen social, cultural and economic outcomes in future.

The depth of the CD process in each major project - combined with project income - influences the extent of these benefits, the numbers of people they flow to and whether they are sustained. This suggests that the CD program should continue to apply its principles and processes and ensure that quality is maintained. But process timeframes and expected outcomes should be regularly discussed, particularly with groups with limited income. Being upfront about the level and timing of engagement the CD Unit can support and the types and extent of potential benefits will support expectation management.

While it is very positive that the program continues to grow in response to Aboriginal demand, it is not clear that the CD Unit, and other sections of the CLC, are adequately resourced to ensure quality and timely outcomes given program size and complexity. Limited or rushed project planning, delays in project implementation, and poor delivery by partners undermine Aboriginal peoples' engagement, ownership and control.

Increased staff resourcing for the CD program should be considered, informed by a strategy for more local Aboriginal employment both within the CD Unit and on funded CD projects. This should build on the CD Unit's current approach and the CLC's extensive knowledge and experience in this area. Additional resourcing should support further diversification of skills within the team, including complex and adaptive development, participatory facilitation, cross-cultural communication, project management, construction, monitoring and evaluation, and inclusion. Given the finding that the program needs to do more to engage and develop young people through the process and funded projects, a youth or gender, equity and social inclusion position should be considered.

The ongoing issue of too few organisations willing and able to deliver projects in line with Aboriginal peoples' plan and aspirations needs further attention. This may be partly addressed through lobbying and advocacy work to increase local government and non-government agencies' understanding of the CD approach. It may be worth trialling a more comprehensive partnership approach, including continuing to engage Aboriginal people in holding delivering organisations to account and building partner capacity. Finally, there may still be value in supporting the establishment of a new Aboriginal organisation focused on project management and delivery.

Annual monitoring and periodic evaluations continue to inform program learning and improvements. These consistently indicate the CD program is on the right track and delivering outcomes Aboriginal people value. CD staff are committed to extending this to more comprehensively assess program impact in terms of Aboriginal well-being outcomes, with possible options and methodologies already identified. A more comprehensive and better resourced M&E strategy that matches the current size and complexity of the CD program will benefit Aboriginal people directly, given their substantial investment in projects, as well as indirectly, with a stronger evidence base more likely to convince government and others of the merits of the CLC's CD approach.

Appendix A – Monitoring Methodology

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.²¹ 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 took a step back from looking at a specific project in selected locations. Instead, it 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. 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 reflective workshops facilitated by one of the report authors and key informant interviews.

Key informant interview methodology

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.

²¹ No independent evaluations were conducted in the 2018-19 period.

Interview Questions

Two 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

As above, views were elicited using the following questions:

- a. 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?
- b. What does the program need to do differently or better in future to support Aboriginal people?

Sample and limitations

Key informant interviews were conducted with 18 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 participants, but also included a small number of Aboriginal CLC staff with detailed knowledge of the program. Attention was paid in to achieving some balance between regions, projects and gender. Of the 26 people invited to participate, 18 accepted and were interviewed either by phone or in person, including two CLC staff.²²

There were some limitations with this method, including the sample being weighted towards the Tanami region and its large WETT and GMAAAC projects²³, as well as lacking gender and age balance. 12 women were interviewed compared to six men; nine respondents were from the Tanami region, compared to four from the South West and two from the East. Eight were participants in WETT and six in GMAAAC as compared to two participants for CLM and only one for the URM project. In terms of age, all respondents were middle aged or senior people over the age of 40, except for two.

The small key informant sample size together with its weighting towards Aboriginal voices from the Tanami creates some limitations with this data source. This is partly addressed by triangulating it with other data in the discussion and concluding sections of this report.

²² Eight people were invited but did not participate. Five were unable to organise transport to the agreed interview location and three did not turn up at the scheduled time.

²³ This partly reflects the fact that many of the most experienced Aboriginal program participants are from the Tanami where the program has been running intensively for many years, however, the URM project and the East region are under-represented on this basis.

Data analysis

The material from all sources was collated, analysed and presented in an interim report by independent consultants from La Trobe University.²⁴ 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 zoom workshops facilitated by one of the consultants in May 2020. This contributed to the final analysis in this report.

²⁴ Dr Danielle Campbell and Dr Linda Kelly.

Appendix B – CD staff reflections and reporting for 2018/19

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.

List across the page the communities/locations served in this region		
Tick to show which project/s operates in that community	WETT	
	Dialysis	
	GMAAAC	
	NTP	
	CLM	
	URM	
	Other Projects	
Total CD funding available to this community/location form all projects for this year		
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 significant?		
Outline any significant outcomes which benefit Aboriginal people in any location in the past six months.		
Why are these benefits 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 given the observations above?		
Looking back to the actions/changes suggested in the last reflection period, were these implemented?		

Appendix C – Additional WETT information

Table 5 - WETT programs/projects funded in 2018/19

Community	Project	Organisation	Status	Objective
Yuendumu	Yuendumu School - Country Visit and Elder Payment Program 2019-2020	Yuendumu School	In progress	Language and Culture in Schools
Lajamanu	Lajamanu School - Country Visit and Elder Payment Program 2019-2020	Lajamanu School	In progress	Language and Culture in Schools
Willowra	Willowra School - Country Visit and Elder Payment Program 2019-2020	Willowra School	In progress	Language and Culture in Schools
Nyirrpri	Nyirrpri School - Country Visit and Elder Payment Program 2019-2020	Nyirrpri School	In progress	Language and Culture in Schools
Yuendumu	Yuendumu School Interstate School Excursion 2019-2020	Yuendumu School	In progress	Secondary Support
Lajamanu	Lajamanu School Interstate School Excursion 2019-2020	Lajamanu School	In progress	Secondary Support
Willowra	Willowra School Interstate School Excursion 2019-2020	Willowra School	In progress	Secondary Support
Nyirrpri	Nyirrpri School Interstate School Excursion 2019-2020	Nyirrpri School	In progress	Secondary Support
Yuendumu	WETT School Vehicle Purchase, Fuel, Repairs and Maintenance 2019-2021 - Yuendumu School	Yuendumu School	In progress	Language and Culture in Schools
Nyirrpri	WETT School Vehicle Purchase, Fuel and Maintenance – 2019 to 2021 Nyirrpri School	Nyirrpri School	Cancelled	Language and Culture in Schools
Yuendumu	Wage Contribution - Yuendumu School Language and Culture Events Officer 2019	Yuendumu School	In progress	Language and Culture in Schools
Willowra Nyirrpri Lajamanu Yuendumu	WETT Community Development Officer Positions, July 2019 - June 2022	CLC	In progress	CLC Administration and Support
Willowra Nyirrpri Lajamanu Yuendumu	Independent Evaluation of WYDAC Youth Development Program 2019	CLC contracted external consultants to undertake	In progress	Youth Development
Nyirrpri	Lease of WETT School Vehicle 2019 - 2023	Nyirrpri School	In progress	Language and Culture in Schools
Willowra	Willowra Playgroup Yapa Staff Wages 2019	BIITE	In progress	Children and Families
Willowra	Vehicle Purchase, Fuel, Repairs & Maintenance 2019 - 2021	Willowra School	In progress	Language and Culture in Schools

Appendix D – Additional GMAAAC Information

Table 6 – GMAAAC Committee, community and informal consultations 2018-19

Community	Committee Meeting	Community Meeting	Consultations	Total
Balgo	2	1	1	4
Billiluna	1	1	1	3
Lajamanu	2	1	5	8
Yuelamu	1	1	7	9
Nyirrpi	1	1	1	3
Ringer Soak	-			0
Tanami Downs	-			0
Willowra	2	1	3	6
Yuendumu	1	1	17	19
GMAAAC Directors (held in Alice Springs)	3		3	6
Total	13	7	38	58

Table 7 - GMAAAC projects funded in 2018/19

Community	Project	Organisation	Status	Objective
Balgo	Men's Sport 2018-19	AAMC	In Progress	Health - Sport
Balgo	Administrator	Kapululangu Aboriginal Women's Association	In Progress	Business / Employment Support
Balgo	Half Basketball Court	Luurnpa Catholic School	In Progress	Education
Balgo	Mental Health & Culture	Yura Yungi Medical Service AC	In Progress	Business / Employment Support
Balgo	Elders Living on country	Kapululangu Aboriginal Women's Association	On Hold	Business / Employment Support
Billiluna	Men's Sport 2018/19	AAMC	In Progress	Health - Sport
Billiluna	Women's Sport 2018/19	AAMC	In Progress	Health - Sport
Billiluna	Sports Weekend	AAMC	In Progress	Health - Sport
Billiluna	School Music Equipment	Kururrungku CEC School	In Progress	Education
Billiluna	Billiluna Sorry	AAMC	In Progress	Health - Culture
Billiluna	Billiluna Law & Culture	AAMC	In Progress	Health - Culture
Lajamanu	Men's Sport Operational 2019	WYDAC	In Progress	Health - Sport
Lajamanu	Women's Sport Operational 2019	WYDAC	In Progress	Health - Sport
Lajamanu	Lajamanu Sports Weekend	WYDAC	In Progress	Health - Sport
Lajamanu	Road Grading Project	Northern Machinery Hire	On Hold	Essential Services
Lajamanu	Old Women's Vehicle Extras	Warnayaka Art Centre	In Progress	Health - Culture
Lajamanu	Waterpark - Consult, Design & Construct	NT Sport & Playground Surfacing	Approved	Health - Sport
Lajamanu	Waterpark - Playground	NT Sport & Playground Surfacing	Approved	Health - Sport
Lajamanu	Boys First Ceremony	AAMC	In Progress	Health - Culture
Lajamanu	Men's Ceremony Support	AAMC	In Progress	Health - Culture

Community	Project	Organisation	Status	Objective
Lajamanu	Funeral Support	AAMC	In Progress	Funeral Support
Lajamanu	AFL NT Remote Program	Yuendumu School	Approved	Health - Sport
Nyirrpri	Church Music Equipment	DRUPC	In Progress	Music
Nyirrpri	Men's Sport Operational 2019	Nyirrpri Store AC	In Progress	Health - Sport
Nyirrpri	Women's Sport Operational 2019	Nyirrpri Store AC	In Progress	Health - Sport
Nyirrpri	Sport Weekend 2019	Nyirrpri Store AC	In Progress	Health - Sport
Nyirrpri	Upgrade Freezer	Nyirrpri Store AC	Completed	Business / Employment Support
Nyirrpri	Nyirrpri Sports Buses	WYDAC	On Hold	Health - Sport
Nyirrpri	Youth Sport Operational 2019	WYDAC	In Progress	Health - Sport
Nyirrpri	Nyirrpri Ceremony Support	AAMC	In Progress	Health - Culture
Nyirrpri	Sorry Support	AAMC	In Progress	Health - Culture
Nyirrpri	Funeral Support	AAMC	In Progress	Health - Culture
Nyirrpri	BMX Track	Ngurrajuta	Cancelled	
Ringer Soak	Playground Equipment	Birlirr Ngawiyiwu Catholic School	In Progress	Education
Ringer Soak	Ringer Soak Sorry	AAMC	In Progress	Health - Culture
Ringer Soak	Ringer Soak Ceremony	AAMC	In Progress	Health - Culture
Ringer Soak	Ringer Soak Funeral Support Project	AAMC	In Progress	Health - Culture
Ringer Soak	Ringer Soak Sports Project	AAMC	In Progress	Health - Sport
Tanami Downs	Mungurrupa Outstation Cons Stage 3	Tangentyere Constructions	Approved	Housing
Tanami Downs	Repairs & Maintenance Fund	TBA	Approved	Housing
Willowra	Recreation Hall Top UP	WYDAC	Completed	Health - Sport
Willowra	Men's & Women's Sport 2019	WYDAC	In Progress	Health - Sport
Willowra	Men's & Women's Sport - Fuel & Food	Wirliyarri Store	In Progress	Health - Sport
Willowra	Design for Church Upgrade	Sue Dugdale & Associates	In Progress	Health - Faith
Willowra	Westside Playground	CDRC	In Progress	Education
Willowra	Dialysis Truck Visits	WDNWPT	In Progress	Health - Medical
Willowra	Ceremony Support	AAMC	In Progress	Health - Culture
Willowra	Sorry Support	AAMC	In Progress	Health - Culture
Willowra	Dialysis Clinic	WDNWPT	Approved	Health
Willowra	Mediation & Justice Program	STKIC	Approved	Education
Willowra	Mobile Access	Telstra	Approved	Essential Services
Willowra	Cultural Mapping 2019	CLC	Approved	Health - Culture
Willowra	East side Playground - Top Up	CDRC	Approved	Education
Willowra	Sport Weekend	WYDAC	Approved	Health - Sport
Willowra	Sports Buses - Men & Women	WYDAC	In Progress	Health - Sport
Willowra	Funeral Support	AAMC	In Progress	Health - Culture
Willowra	Sorry Support	AAMC	In Progress	Health - Culture
Willowra	Ceremony Support	AAMC	In Progress	Health - Culture
Yuelamu	Community Backhoe	CDRC	Approved	Essential Services
Yuelamu	North & South Playground Upgrades	CDRC	Approved	Health - Sport
Yuelamu	Concrete 1/2 Basketball/Netball Court	CDRC	In Progress	Health - Sport
Yuelamu	Sports Buses x 2	CDRC	Cancelled	
Yuelamu	Men's & Women's Sports Uniforms	Yuelamu School	In Progress	Health - Sport

Community	Project	Organisation	Status	Objective
Yuelamu	Men's & Women's Sports Food	Alpirakina Store	Cancelled	Health - Sport
Yuelamu	Mt Allen Purple Truck	WDNWPT	In Progress	Health - Medical
Yuelamu	Yuelamu Hip Hop Video	Mt Allen School	In Progress	Education
Yuelamu	Men's Ceremony Shelter	CDRC	Approved	Health - Culture
Yuelamu	UPC Solar	Photo Solar	Approved	Health - Faith
Yuelamu	CAFL Fees 2019	AFL NT	Approved	Health - Sport
Yuelamu	Dialysis Clinic Savings	AAMC	Approved	Health - Medical
Yuelamu	Yuelamu Sports Operational	Alpirakina Store	In Progress	Health - Sport
Yuelamu	Ceremony Support	AAMC	In Progress	Health - Culture
Yuelamu	Sorry Support	AAMC	In Progress	Health - Culture
Yuelamu	Funeral Support	AAMC	In Progress	Health - Culture
Yuelamu	North & South Playground Upgrades - Top Up	CDRC	Approved	Education
Yuelamu	Ranger Activities	Mt Allen School	Approved	Education
Yuelamu	School Sports Uniforms & Equipment	Mt Allen School	In Progress	Education
Yuendumu	Men's Ceremony Shelters	YKNAC	Approved	Health - Culture
Yuendumu	PAW Media Music Program	PAW Media	In Progress	Business / Employment Support
Yuendumu	School Linguist 2019	Yuendumu School	In Progress	Education
Yuendumu	School Nutrition Program	Yuendumu School	In Progress	Education
Yuendumu	Women's Museum Construction	Warlukurlangu Arts	In Progress	Health - Culture
Yuendumu	Tanami Summer Competition	WYDAC	In Progress	Health - Sport
Yuendumu	NDIS Coordinator & Vehicle	WYDAC	Approved	Health - Medical
Yuendumu	No Interest Loan Scheme	WYDAC	In Progress	Essential Services
Yuendumu	After School & Holiday Activities	WANTA AC	In Progress	Education
Yuendumu	Sports Buses	WYDAC	In Progress	Health - Sport
Yuendumu	The Darby Book	PAW Media	In Progress	Health - Culture
Yuendumu	Women's Bush Camp & Ceremony Travel Support	Yuendumu Women's Centre	Completed	Health - Culture
Yuendumu	Soup Kitchen	Yuendumu Women's Centre	Approved	Health - Culture
Yuendumu	Emergency Travel Support	Yuendumu Women's Centre	Approved	Essential Services
Yuendumu	Baptist Church Garage & Shed	YKNAC	Approved	Health - Faith
Yuendumu	AOG Church Vehicle & R&M	Desert Life Church	Approved	Health - Faith
Yuendumu	Bible Study Travel Support	Yuendumu Women's Centre	Approved	Health - Faith
Yuendumu	PAW Media Vehicle Repayment	PAW Media	Completed	Employment
Yuendumu	Yuendumu Men's Ceremony	AAMC	In Progress	Health - Culture
Yuendumu	Yuendumu Sorry Support	AAMC	In Progress	Health - Culture
Yuendumu	YU999 - Funeral Support	AAMC	In Progress	Health - Culture
Yuendumu	After School & Holiday Activities - Increase	WANTA AC	In Progress	Education
Yuendumu	Civic Centre Scoping - Increase	Ekistica	In Progress	Other Building & Construction
Yuendumu	Women's Sport Operational - Increase	WYDAC	In Progress	Health - Sport
Yuendumu	School Linguist 2019 - Increase	Yuendumu School	In Progress	Education
Yuendumu	Yuendumu Men's Ceremony	AAMC	In Progress	Health - Culture
Yuendumu	Yuendumu Sorry Support	AAMC	In Progress	Health - Culture
Yuendumu	Funeral Support	AAMC	In Progress	Health - Culture

Community	Project	Organisation	Status	Objective
Yuendumu	Yuendumu Sports Weekend	WYDAC	Approved	Health - Sport
Yuendumu	School Improvements - Stage 1 Design	Yuendumu School	Approved	Education
Yuendumu	School Uniforms	Yuendumu School	Approved	Education

Appendix E – Additional URM information

Table 8: URM traditional owner, working group and informal consultations 2018/19

Location	Consultations	Traditional Owner Meetings	Working Group Meetings
Mutitjulu	29	1	2
URM Region	12		3
TOTAL	41	1	5

Table 9: URM projects funded in 2018/19

Community/region	Project	Organisation	Status	Objective
Mutitjulu	Mens Ceremony Support Project	Ngurratjuta/ Pmara Ntjarra AC	In Progress	Language & Culture
URM Region	APY Anangu bush trips 2018	APY Land Council	In Progress	Language & Culture
Watarrka	Waltja boarding school support	Waltja	In Progress	Education
Watarrka	Waltja strong young parents	Waltja	In Progress	Education
URM Region	Dialysis Support Project 2019 - 2020	WDNWPT	In Progress	Health
Mutitjulu	Pool Operations 2019-2022	CASA Leisure	Approved	Health
Mutitjulu	Mutitjulu Inma Ground & Events Project	Mutitjulu Community AC	Approved	Language & Culture
URM Region	CLC Bush Trips 2019	CLC Land Management	In Progress	Language & Culture

Appendix F – Additional NT Parks Project information

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

Park	TO Meetings	Working Group Meetings	Consultations/Stakeholder meetings
Arltunga	1		3
Chambers Pillar			1
Davenport Ranges National Park			
East MACS - Oliver	1	2	3
East MACS - Ryder	1	1	4
East MACS - Williams	1	2	2
Ewaninga		2	3
Finke Gorge - Boggy Hole		2	5
Finke Gorge - Inarlanga Latna		1	
Finke Gorge - Palm Paddock		1	
Iyltwelepentye / Davenport Ranges			1
Native Gap		1	
Tjoritja - West Macs - Central		1	1
Tjoritja - West Macs - East		4	12
Tjoritja - West Macs - West			1
Watarrka - Breadon, Clyne, Liddle, Maloney Family Group		1	9
Watarrka - Bulla Family		1	3
Watarrka - Education		1	
Watarrka - Full TO	1		
Watarrka - Impu, Pareroultja, coulthard, Puntjina, Donald & Tjukintja		2	10
Watarrka - Lilla		1	1
Watarrka - Tjukintja			
Watarrka - Ungwanaka Family		1	2
Yeperenye / Emily & Jessie Gaps		2	7
TOTAL	5	26	68

Table 11 – NT Parks projects funded in 2018/19

Park	Project	Organisation	Status	Objective
Arltunga	Utyerrkiwe Drilling Project	Silver City Drilling	Completed	Homelands
Arltunga	Utyerrkiwe Bore Water Infrastructure	Tangentyere Constructions	Approved	Homelands
East Macs - Oliver	Untwarperre Prospective Bore Investigation Project	Ride Consulting	In Progress	Homelands

East Macs - Ryder	Alyarpere Shannon Bore Ablutions Block	Tangentyere Constructions	Completed	Homelands
East Macs - Ryder	Alyarpere Shannon Bore Road Grading Project	Col Stanton (private contractor)	In Progress	Homelands
East Macs - Ryder	Alyarpere Shannon Bore Road Grading Support Project	Patrick Homes	In Progress	Homelands
East Macs - Ryder	Williams Well Fencing	Tangentyere Constructions	In Progress	Homelands
East Macs - Williams	Williams Family Funeral Support	AAMC	In Progress	Funeral Support
East Macs - Williams	Uluperte Telstra Mobile Satellite Small Cell Project	Telstra	Approved	Homelands
Ewaninga	Urremerne Communal Shade Area & Old Car Removal Project	Tangentyere Constructions	Approved	Homelands
Ewaninga	Urremerne Bore Water Assessment Project	Ride Consulting	Approved	Homelands
Finke - Boggy Hole	Water Access @ Rarangatjuta	Tangentyere Constructions	Approved	Homelands
Finke - Boggy Hole	Rarangantjuta Solar Street Lights	Tangentyere Constructions	Approved	Business / Employment Support
Finke - Boggy Hole	West Waterhouse Cemetery Fence	Sydney Maloney (private contractor)	Approved	Homelands
Finke - Boggy Hole	Pertame Stories Project	Digital Story Tellers	Approved	Language & Culture
Finke - Inarlanga Latna	Red Sandhill Activity Centre Upgrade	Tangentyere Constructions	Approved	Homelands
Finke - Inarlanga Latna	Inarlanga-Latna Funeral Support Top Up	AAMC	Approved	Funeral Support
Finke - Inarlanga Latna	Inarlanga-Latna Ceremony Support Top Up	Ngurratjuta/Pmara Ntjarra AC	Approved	Language & Culture
Finke - Inarlanga Latna	Old Station & Akanta Outstation Fencing Project	Sydney Maloney	Approved	Homelands
Finke - Inarlanga Latna	Red Sandhill Boundary Stock Fence	Sydney Maloney	Approved	Homelands
Finke - Palm Paddock	Mens Ceremony Support	Ngurratjuta/ Pmara Ntjarra AC	In Progress	Language & Culture
Native Gap	Native Gap Ceremony Support Top Up	Ingkerreke ORS	In Progress	Language & Culture
Watarrka	Watarrka Funeral Support Project	AAMC	Approved	Funeral Support
Watarrka - Education	Watarrka Education Project	Ngurratjuta/ Pmara Ntjarra AC	In Progress	Education
Watarrka - Education	Watarrka Secondary Classroom	Watarrka Foundation Ltd	In Progress	Education
Watarrka - Lilla Family Group	Red Sandhill House 2 Renovation	Tangentyere Constructions	In Progress	Homelands
Watarrka - Lilla Family Group	Pastor Bulla Headstone Project	Central Monuments	In Progress	Church & Cemetery Upgrades
Watarrka - Lilla Family Group	Alpintharra Water Project	Tjuwanpa Outstation Resource Centre	In Progress	Water
Watarrka - Lilla Family Group	Lilla Fencing Project	Sydney Maloney (private contractor)	In Progress	Homelands
West Macs - Central	Roulpmalpma 2 House Relocation Project	Tangentyere Constructions	Approved	Homelands
West Macs - Central	Tjoritja Central Ceremony Support - 2019	Ngurratjuta/ Pmara Ntjarra AC	In Progress	Language & Culture
West Macs - Central	Tjoritja Central Funeral Support - 2019	AAMC	In Progress	Funeral Support
West Macs - Western	Inkamala Funeral Support Project	AAMC	In Progress	Funeral Support
West Macs - Western	Mt Zeil Funeral Support top-up	AAMC	In Progress	Funeral Support

West Western	Macs -	Tjoritja West Women's Ceremony Support Project - DoV	Ngurratjuta/ Ntjarra AC	Pmara	In Progress	Language & Culture
West Western	Macs -	Inkamala Family Men's Ceremony Support project	Ngurratjuta/ Ntjarra AC	Pmara	Completed	Language & Culture
West Western	Macs -	Mt Zeil Family Men's Ceremony Support project	Ngurratjuta/ Ntjarra AC	Pmara	Completed	Language & Culture
West Western	Macs -	Inkamala Education Support Project	Ngurratjuta/ Ntjarra AC	Pmara	In Progress	Education
West Western	Macs -	Mt Zeil Education Support Project	Ngurratjuta/ Ntjarra AC	Pmara	In Progress	Education

Appendix G – Additional CLM Project Information

Table 12 – CLM Project Community and working group meetings, plus informal consultations

Community	Working Group Meetings	Community meetings	Informal consultations
Alekerange	2		2
Alpurrurulam	1	1	
Amoonguna			
Ampilatwatja	1	1	1
Areyonga			
Arlparra	1	1	
Atitjere		2	1
Dagaragu			
Engawala	1	1	
Haasts Bluff			
Imangara			
Imanpa			
Kalkarindji	1	1	
Kaltukatjara			
Kintore	2		2
Lajamanu			
Laramba			
Mt Liebig			
Ntaria			2
Nturiya	3		2
Nyirripi	1		1
Papunya			
Pmara Jutunta	1	1	2
Santa Teresa	2	1	5
Tara			1
Titjikala	1	1	2
Wallace Rockhole Non-Resident TO's	2	1	4
Wallace Rockhole - Resident TO's	2	1	1
Willowra			
Wilora	1		1
Wutunugurra			
Yuelamu	2	2	9
Yuendumu	2	1	17
Total	26	15	53

Community	Project	Organisation	Status	Objective
Alpururulam	Church Furniture Project	Rainbow Gateway	In Progress	Church & Cemetery Upgrades
Alpururulam	Funeral Support	Warte Alparayetye AC Store	In Progress	Funeral Support
Ampilatwatja	Church Power & Honeymoon Bore Water Project	Tangentyere Constructions	Approved	Church & Cemetery Upgrades
Arlparra	Soakage Bore Church Project	Tangentyere Constructions	In Progress	Church & Cemetery Upgrades
Atitjere	Funeral Support	AAMC	In Progress	Funeral Support
Atitjere	Church & Cemetery Upgrades	My Pathways	Approved	Church & Cemetery Upgrades
Engawala	Ceremony Shelter Project	Tangentyere Constructions	In Progress	Other Building & Construction
Engawala	Air Conditioner Project	Tangentyere Constructions	In Progress	Housing
Engawala	Community Patient Transport	Engawala Health Centre	Approved	Community Transport
Engawala	Music Equipment Project	CDRC	Approved	Music
Kalkarindji	Cemetery Upgrade	Vic Daly Regional Council	In Progress	Church & Cemetery Upgrades
Kalkarindji	Gurindji Eagles Sport Support	Gurindji AC	In Progress	Sport & Recreation
Kalkarindji	Church Upgrades	Gurindji AC	In Progress	Church & Cemetery Upgrades
Kalkarindji	Basketball Court Finishing Project	Gurindji AC	In Progress	Sport & Recreation
Kintore	Mens Ceremony Support	Yuntju AC	Completed	Language & Culture
Kintore	Homelands Water Access Proj Managemetn	GM Contracting	In Progress	Homelands
Kintore	Kintore School Excursion 2020	NTDET Tanami Group School	Approved	Education
Kintore	Rainwater Tanks @ Yuwalki & Desert Bore	MPH Projects	Approved	Homelands
Kintore	Ceremony Support - 2019 Allocation	Pulikutjarra Store AC	Approved	Language & Culture
Lajamanu	Bus Use Agreement - Lajamanu Early Learning Centre	WYDAC	In Progress	Community Transport
Nturiya	Church R&M Project	Tangentyere Constructions	In Progress	Church & Cemetery Upgrades
Nturiya	Church Pews, Table & Sign Project	Tangentyere Constructions	Completed	Church & Cemetery Upgrades
Nturiya	Ti Tree Roosters Football Support	CAFL	In Progress	Sport & Recreation
Nyirripi	Funeral Support	AAMC	On Hold	Funeral Support
Pmara Jutunta	Funeral Support	AAMC	In Progress	Funeral Support
Pmara Jutunta	Ti Tree Roosters Football Support	AFL NT	Approved	Sport & Recreation
Pmara Jutunta	Community Bus Project	Outback Stores	Approved	Community Transport
Santa Teresa	Football Oval Lights	Clarklec Electrical Services	In Progress	Sport & Recreation
Santa Teresa	Football Oval Lights R&M	AAAC	In Progress	Sport & Recreation
Santa Teresa	Basketball Court Finishing Project	Tangentyere Constructions	In Progress	Sport & Recreation
Santa Teresa	Orchard Project	AAAC	In Progress	Business & Employment Support
Titjikala	Shed Renovation Project	Catholic Care NT	In Progress	Other Building & Construction
Titjikala	Bore Project	Tangentyere Constructions	In Progress	Water
Wallace Rockhole	Non-Resident TO Funeral Support	AAMC	In Progress	Funeral Support
Wallace Rockhole	Resident - WRH Band Equipment	Rock City Music	In Progress	Music
Wallace Rockhole	Resident - WRH Fence Line Grading	Orange Creek Station	In Progress	Other Building & Construction

Wallace Rockhole	Resident - WRH Community Gym	Life Fitness	Approved	Sport & Recreation
Wallace Rockhole	Resident - WRH Boundary Fence	WRH Tourist Park	Approved	Other Building & Construction
Wallace Rockhole	Resident - WRH Bore Drilling	Tomlin Drilling	Approved	Other Building & Construction

Appendix H – Public presentations, events and publications

Conferences and meetings

- Australian Council of Adult Literacy Conference, Melbourne, 13-14 September - Presentation by Kirsten Egan and Enid Gallagher (WETT AC) with Ros Bauer and Sunaina Pinto (WYDAC).
- Community Led Schools Conference, Jabiru, Northern Territory, 24 October - Presentation by Jacob Spencer, Kirsty-Anne Martin, Cynthia Wheeler and Enid Gallagher (WETT AC).
- OECD Meeting of Mining Regions and Cities, Darwin, 21-22 November - Presentation by Ian Sweeney, Sharon Anderson and Hamilton Morris (WETT AC).
- Biannual Joint Forum of Northern Territory Land Councils and Australian Government, Darwin, October 2018 – Presentation by Ian Sweeney on the CD program.

Workshops

- Indigenous Youth in Governance Masterclass 20 November - Attended by Cynthia Wheeler and Kirsty-Anne Martin (WETT AC).

National Governance Awards

- Indigenous Governance Awards dinner - Attended by Cynthia Wheeler, Kirsty-Anne Martin and Fiona Gibson from WETT and Peter Corbett and Derek Walker from Alekarenge on behalf of the Alekarenge Community Lease Money Working Group.

Publications and Reports

- Two editions of the CD News.