



# CENTRAL LAND COUNCIL COMMUNITY DEVELOPMENT PROGRAM

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Monitoring Report  
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*Cover photo: Shannah Forrest and Dylan Collins enjoy the Yuendumu Pool.  
GMAAAC has contributed to the construction and ongoing operational  
costs since 2010*

## Executive Summary

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. In 2005 the CLC created the Community Development Unit (CDU) to lead the development and implementation of the CLC CD program. This involves implementing community development projects involving Aboriginal rent and royalties from land-use agreements and affected area payments. The CD Program is currently implemented through six major projects each with numerous sub-projects. In addition, there are a small number of new projects across a range of locations.

In 2015, the total money made available by Aboriginal people for the development of their communities totalled \$13,125,884. For the new reporting period, July 2015-June 2016, a total of \$13,520,090 was allocated by Aboriginal people to community development work. These resources were spread across the following projects.

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

#### Willowra Programs

In Willowra, WETT provides funding for a variety of activities including ongoing support for early childhood education through a playgroup. The most recent report from the playgroup indicates that the service is functioning effectively

#### WETT Learning Community Centre Program

The project reporting for 2015/16 suggests that across the four Centres (in the four Warlpiri communities), while there have been ongoing issues with maintaining consistent staffing, there is some indication that local employment is becoming more stable. There is also some evidence of increased co-operation with other local services which is a good sign of integration of Community Learning Centres.

#### WETT Youth and Media Program

As noted previously, diversionary programs continue to be the major focus for contact with young people. The records indicate that this service is highly valued across the four communities and there is a stable and engaged population of young people using the service.

*Warlpiri Language and Culture Support Program and the Warlpiri Secondary School Support Program* Reports from 2015/16 indicate a wide range of excursions and student experiences were supported by the funding. Also elder participation in bush visits continues across several locations.

The reports show that these are well enjoyed by students and contribute to the overall school experience for Aboriginal students. The excursions and the cultural activities give students opportunities to learn and importantly to value who they are and what additional cultural strengths they bring to their school life.

### *The Tanami Dialysis Program*

This effective and efficient service continued throughout 2015 and the first six months of 2016. The service in Lajamanu provides dialysis treatment for people in that community as well as Kalkarindji and surrounding outstations. It also supports Yapa and their families in Katherine and Darwin. The service in Lajamanu has government funding to support its operations at a base level until June 2018. The dialysis service in Yuendumu supports people from that community as well as Willowra, Yuelamu and Nyirripi. This funding is secured for this service from government until June 2018.

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

The work has developed into two distinct projects, one serving a regional focus and another directed at development in Mutitjulu.

2015/16 has seen a significant shift in the focus of the regional project. A governance review was completed through consultations with traditional owners. In 2016 previous projects are still being completed and new projects are still to start. But despite these delays, CDU staff report high engagement and feedback and good support for the new governance process.

In 2015, a new working group was brought together in Mutitjulu. The previous experience in this community, working together to plan and implement a pool project, provided a strong base for ongoing community planning and development.

### *The Granites Mine Affected Area Aboriginal Corporation Project (GMAAAC)*

While there was a considerable decrease in GMAAAC income and therefore fewer projects in 2014, 2015 saw an increase in funding and projects, particularly in the second half of the year. Recognising the funding source for GMAAAC will increase in coming years, extensive community consultation was undertaken across four of the GMAAAC communities for this monitoring process. This indicated that GMAAAC is well understood by most people across the four communities, and the governance process is generally accepted.

There was discussion about how the governance process might be further improved. This included more time for planning with a broader range of ideas invited and considered; increased information to communities; increased opportunity for people to meet with and talk to people in other locations and helping people connect their current ideas to some of the larger concerns and interests they already identify in their communities.

### *Northern Territory Parks Rent Money Project (NT Parks)*

In 2015/16 the project reporting and CDU staff reporting indicates the strong focus on homelands and infrastructure has continued across many locations. CDU staff reporting shows there has been continued work on improving governance and decision-making across many of the traditional owner groups.

The regional approach undertaken by CDU has assisted with building relationships and understanding governance dynamics as well as spending more time out of meetings with groups. CDU staff have also been able to bring a variety of processes and ideas from their broader experience to help the governance processes develop.

### *Community Lease Money Project*

This project has a high number of sub-projects across multiple locations. This has required considerable engagement by CDU staff and a strong focus on introducing governance processes.

2016 reporting suggests that in most locations CDU staff are continuing to work on governance processes and build trust and effective working relationships with communities. While there is not enough staff time available to address all the development processes in each community, there are several examples in the reports of good ideas brought in from other CDU experiences that are being introduced into these communities to assist with improving governance and decision-making.

### *New projects*

Alongside the six major projects described above, the CDU also has responsibility for a number of small and emerging project areas. The projects tend to be strongly connected to outstation upgrades and other tangible and infrastructure projects. Similar to the NTP project, traditional owners often

focus on homelands projects. There is also a significant local employment component of the infrastructure projects.

### *Conclusions*

The monitoring for the past 18 months indicates that CDU continues to manage a high-quality community development process across several locations in Central Australia. Communities have a high trust and engagement with CLC through the Community Development Unit. CLC staff have an increasing understanding of how to work effectively with very different communities.

The monitoring for GMAAAC indicates the project has matured and it may now be at a new stage, ready for further development. The review of WETT will likely indicate a similar opportunity for change. There may be some merit in a specific examination of how to take forward some of these opportunities.

CDU staff have seen more evidence that adhering to community development processes has positive results in the long term, even if in the short term some individuals resist the approach. The evidence from the GMAAAC monitoring seems to strongly support this assessment. At the same time, community development work has some limitations. CDU needs to continue to prioritise where it can best serve Aboriginal people and how to work effectively with others to maximise its impact.

Moving forward, monitoring might be used more strategically to support these focused community development opportunities.

## Acronyms

ABA	Aboriginals Benefit Account
BIITE	Bachelor Institute for Indigenous Tertiary Education
CAT	Centre for Appropriate Technology
CDRC	Central Desert Regional Council
CDU	Community Development Unit
CLC	Central Land Council
CLM	Community Lease Money Project
GMAAAC	Granites Mine Affected Area Aboriginal Corporation
MWG	Mutitjulu Working Group
NT	Northern Territory
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
WPKJ	Warlpiri-patu-kurlangu Jaru
WYDAC	Warlpiri Youth Development Aboriginal Corporation (Mt Theo)
YKNAC	Yapa - Kurlangu Ngurrara Aboriginal Corporation

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## 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 more than 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 to negotiate agreements with others seeking to use their land, which 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. This involves implementing community development projects involving 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.<sup>1</sup> Other sections of the CLC are also involved in supporting the CD Program to varying degrees, including legal, finance, regional services, policy, the Aboriginal Associations Management Centre, anthropology and mining.

The overall intention of the CLC's community development approach 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.

This report outlines the monitoring and assessment of progress for the work of the CD Program with Aboriginal communities from January 2015 through to July 2016.<sup>2</sup> It builds upon previous annual reports since 2009.

### *Context and CLC approach*

The CDU's approach is based on development principles and assumes that improvements in the well-being of people in remote Aboriginal communities will only be achieved through partnerships with those communities based on mutual respect. The CLC community development approach is characterised by a focus on community ownership, Aboriginal control, trust-based relationships, respect for local values and processes, and an understanding of cultural differences.

Drawing upon the resources provided by Aboriginal groups and communities, through projects undertaken with royalty, rent and affected area money, and with Aboriginal leadership and governance arrangements, the CD Program works through various programs to support Aboriginal people. The overarching goal of the work is that:

***Aboriginal people will be strong and resilient and able to live well in both the remote Aboriginal context and mainstream Australian society.***

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.

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<sup>1</sup> For details about the CLC Community Development Framework see <http://www.clc.org.au/files/pdf/CD-Framework-2016-Web.pdf>

<sup>2</sup> As outlined in the methodology for this report, this represents a change from previous monitoring reports. Based on the need to report externally against financial years, CDU made a decision to shift the monitoring report to align with FY in 2016. In order to provide a full accounting of activities this required the current report to cover an 18-month time frame.

2. Generate service outcomes prioritised and valued by Aboriginal people which benefit them, including social, cultural and economic outcomes.
3. Monitoring and evaluation to support continuous improvement and build an evidence base for the CLC's community development approach.
4. Share lessons learned on effective community development in Central Australia with other government and non-government agencies to promote support for CD approaches.

The CD Program is currently implemented through six major projects each with numerous sub-projects. In addition, there are a small number of new projects across a range of locations. The various projects have different management arrangements, decision-making models and implementation processes. However, all are characterised by the nature of the funding, which comes from Aboriginal peoples' own money, and the fact that they focus on achieving outcomes sought by Aboriginal people. In addition, all are governed by Aboriginal decision-making bodies. The six major projects are listed in the table below.

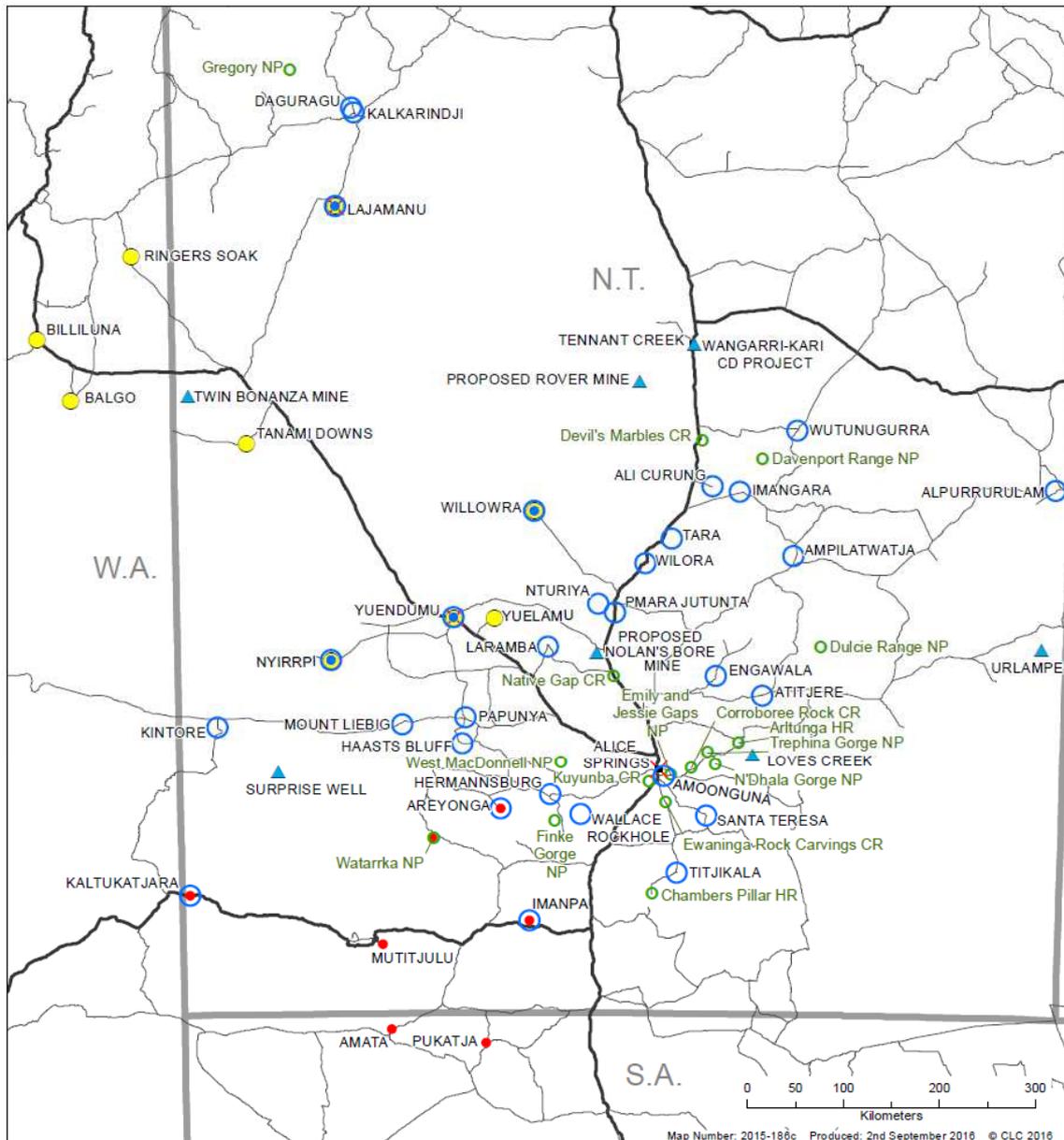
<b>Project</b>	<b>Intention</b>
Uluru Rent Money (URM)	<i>Use rent paid to relevant traditional owners towards a range of sustainable initiatives.</i>
Warlpiri Education and Training Trust (WETT)	<i>Use mining royalties for sustainable education and training benefits.</i>
The Tanami Dialysis Support Service	<i>Use mining royalties to support dialysis facilities in remote communities and regional centres.</i>
Granites Mine Affected Area Aboriginal Corporation (GMAAAC)	<i>Support nine communities to apply 'affected area' monies from mining towards broad community benefit activities.</i>
NT Parks Rent Money	<i>Use rent paid to relevant traditional owners towards a range of sustainable initiatives</i>
Community Lease Money	<i>Use rent paid for community leases for a diverse range of development activities.</i>

The more recent or stand-alone CD projects include:

- Rover project
- Wangarri-Kari project
- Nolan's Bore project
- Twin Bonanza project
- Areyn project
- Loves Creek project
- Surprise Well Affected Areas project
- Urlampe project

Multiple communities across Central Australia are engaged in one or more of these projects, utilising their own resources for the benefits of their communities (see Fig 1. which identifies the location of CLC community development projects for 2015-16).

Figure 1: Location of 2015-16 CLC community development projects



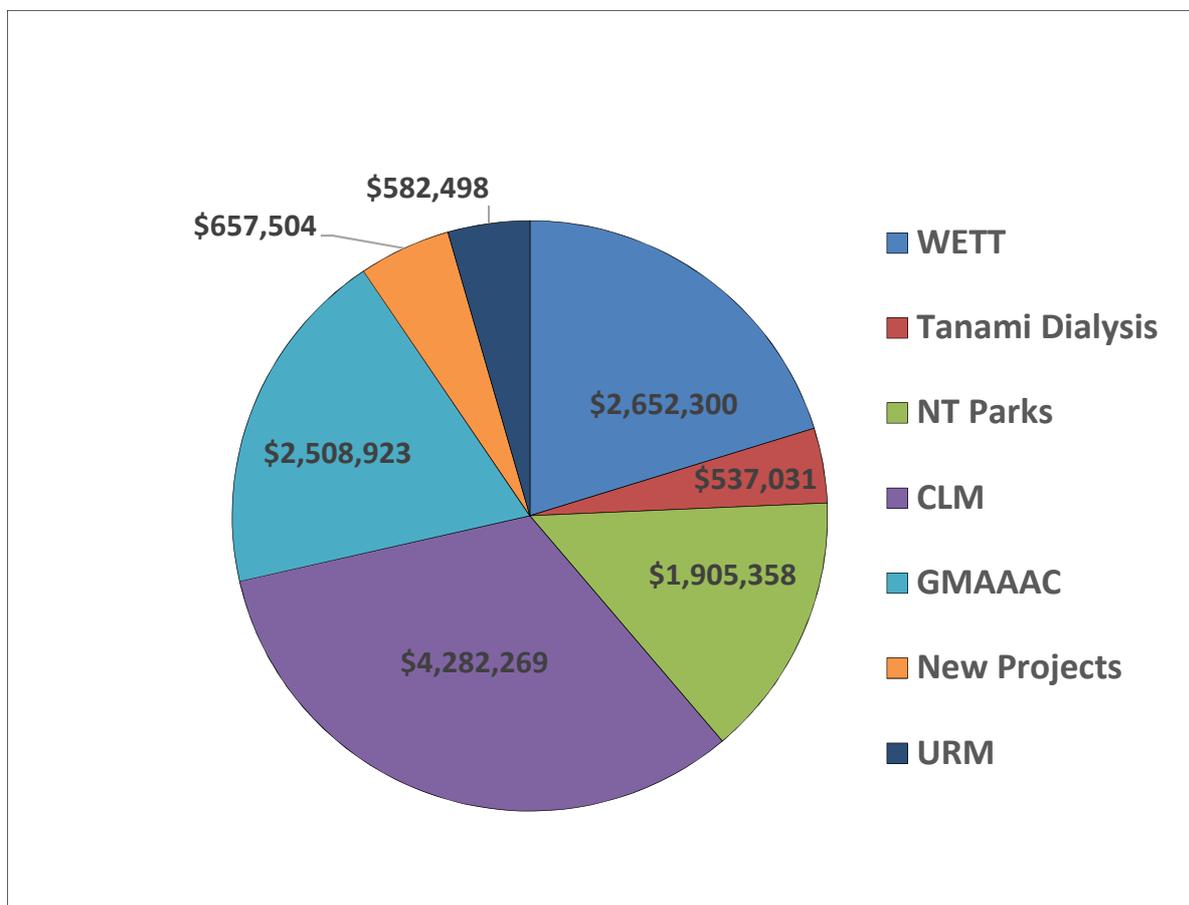
### Locations of 2016 CLC Community Development Unit Projects

- Uluru Rent Money Community Development Project
- Warlpiri Education and Training Trust (WETT)
- ✕ Tanami Dialysis Support Service Project
- Granites Mine Affected Area Community Development Project
- NT Parks Rent Money Community Development Project
- Community Lease Money Project
- ▲ New Community Development Project

In order to achieve more efficient and effective community development outcomes, the CDU works through three regional teams: East, West and Tanami. Staff bring expertise about all programs to each community in their region. This means that the same people work regularly with the same communities, building more effective relationships. For those communities where there are multiple resource streams, this also provides the opportunity for synergy between projects and contributes to increased outcomes.

In 2015, the total money made available by Aboriginal people for the development of their communities totalled \$13,125,884 (allocated across programs as illustrated in Fig 2.). This compares to \$11,977,019 for 2014, showing a growing amount of Aboriginal-owned resources being allocated to community benefit activities.

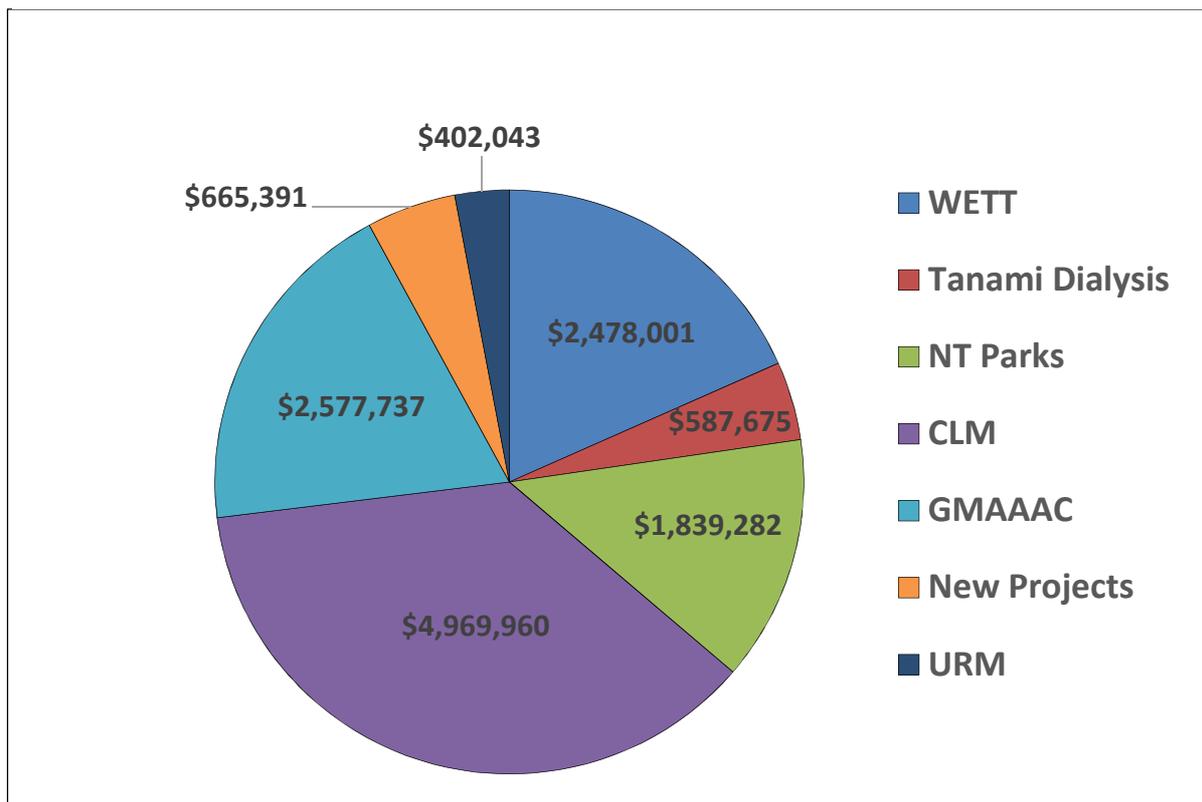
Figure 2: Money for Community Benefit by Program 2015



For the new reporting period, July 2015-June 2016, a total of \$13,520,090 was allocated by Aboriginal people to community development work (allocated across program as represented in Fig 3). This indicates an ongoing increase in allocation of funds.

As noted later it also indicates a rising workload and level of complexity and engagement by CDU with a broad range of Aboriginal communities in the Central Australia region.

Figure 3: Money for Community Benefit by Program July 2015 - June 2016



### Monitoring focus for 2015/16

The intention of the CD Program monitoring is to track change over time through quantitative and qualitative assessment. Information is generally drawn from a mixture of sources including regular project reporting, independent evaluations and community-based monitoring.

In addition, each year particular projects or areas of work are selected for further attention. This usually involves focused research in some locations, through interviews and observations by an independent consultant.

The monitoring for 2015/16 varied in two major ways. As noted the period of the monitoring is now shifting from calendar year to Australian financial year (July to June inclusive). In order to bring this into line for this year, this report covers an 18-month period. This creates some difficulty in the comparisons, especially across quantitative data. As far as possible data has been presented for the two time periods of January to December 2015 and July 2015 to June 2016.

In addition, the community-based monitoring for this year, which focuses on the GMAAAC project, deliberately seeks to engage community respondents in thinking about the future, rather than simply reflecting on project and program work to date. This is in line with the changes in that program, where increased funding is expected to be available going forward, providing the opportunity for Aboriginal people to think about alternative and large-scale use of their resources. It also matches an evaluative process that is currently being undertaken with the WETT project which is deliberately designed to support communities to think about how those resources ought to be used to go forward.<sup>3</sup> The combined information from both processes is expected to provide

<sup>3</sup> The results of this review process will not be available in time for this report. The results will be referenced in future monitoring reports.

Aboriginal people and CDU with important insights as they move forward in planning for effective development.

Annex one outlines the specific methodology undertaken for the GMAAAC review. It also outlines the approach taken for data collection across other programs and locations. Annex two outlines the template and process used for CDU staff reporting through the year.

### *Analysis*

The material from all data sources was collated and initially analysed by an independent consultant.<sup>4</sup> This analysis built on previous years information as well as the framework of the four objectives of the CD Program. The analysis was then further considered and analysed by CDU staff and the external CDU reference group. This will contribute to a final analysis and final report.

In line with the regional team approach of CDU, and recognising that some Aboriginal communities receive income from multiple program sources, an additional analysis section has been added to this report which looks at identified change and benefits within some communities. This is focused on those communities, mainly in the Tanami region, where multiple program revenue streams are available.

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<sup>4</sup> In 2014 this was undertaken through a subcontracting arrangement with La Trobe University.

## The Warlpiri Education and Training Trust (WETT)

The WETT project utilises gold mining royalties to support education and training initiatives in the Tanami region, primarily across the four communities of Yuendumu, Lajamanu, Willowra and Nyirrpi. The project has five sub-programs, the Youth and Media Program, the Secondary School Support Program, the Language and Culture Support Program, the Willowra Early Childhood Program and the Community Learning Centre Program.

In 2015, the Kurra WETT directors approved \$2,751,300 to support a range of programs. In the first six months of 2016 a further \$617,701 was also approved. This money provided for projects is outlined in the table below.

<b>Projects funded January 2015 - December 2015</b>				
<b>Community</b>	<b>Project</b>	<b>Implementing Organisation</b>	<b>Status</b>	<b>Objective</b>
Lajamanu	Pilot cross-cultural learning program for WETT Learning Community Centre in Lajamanu	Batchelor Institute of Tertiary Education BIITE	Approved	Culture and language
Willowra	Willowra Early Childhood Program	Batchelor Institute of Tertiary Education BIITE	In progress	Education
Yuendumu, Lajamanu, Willowra and Nyirrpi	WETT Secondary School Support Program, Other Schools 2016	14 Secondary schools approved. Funded: St Philips College, Kardinia International College, Marrara Christian College, San Clemente, Meriden School	In progress	Education
Yuendumu, Lajamanu, Willowra and Nyirrpi	Regional Community Learning Centre Program	Batchelor Institute of Tertiary Education BIITE	In progress	Education
Yuendumu, Lajamanu, Willowra and Nyirrpi	Development Officer Positions July 2016 - June 2019	Central Land Council	Approved	Education
Yuendumu, Lajamanu, Willowra and Nyirrpi	WETT 10 year review	Ninti One	In progress	Education

<b>Projects funded January 2016 - June 2016</b>				
<b>Community</b>	<b>Project</b>	<b>Implementing Organisation</b>	<b>Status</b>	<b>Objective</b>
Various	Youth & Media Program Year 9 - increase to wages budget line	Warlpiri Youth Development (WYDAC)	Approved	Education
Lajamanu	Lajamanu Team Leader	Warlpiri Youth Development (WYDAC)	Approved	Education
Willowra	Willowra Mapping Project – Stage 3	CLC Anthropology Department	Approved	Education
Lajamanu	Secondary School Support - Bush Schools	Lajamanu School	In progress	Education



*Figure 4: WETT Advisory Committee and Kurra WETT Directors: Standing L-R: Annette Patrick, Julie Kitson, Carol Kitson, Enid Gallagher, Rita Brown, Maisie Kitson, Jenny Timms, Renie Dixon. Sitting L-R: Alan Dickson, Jacob Spencer, Barbara Martin, FM, Serena Shannon, Valerie Patterson*

## WETT Governance

The WETT project is ultimately governed by the Kurra Aboriginal Corporation. The Kurra WETT Committee meets twice a year to determine the application of WETT funds based on recommendations from the WETT Advisory Committee (WETT AC). The WETT AC is responsible for developing priorities and undertaking project planning and monitoring as well as endorsing project plans for recommendation to the Kurra Aboriginal Corporation for funding decisions. The WETT AC comprises 12 Warlpiri representatives from Warlpiri-patu-kurlangu-Jaru (WpkJ) and a representative from the CLC and Newmont Tanami.

In 2015, a total of six governance meetings were held and in the first six months of 2016 a further three governance meetings were held.

CDU staff report that committee members are more confident and more likely to seek information and ask questions. The Kurra WETT directors showing increased engagement and continue to take their responsibility seriously. Kurra also made a positive decision to fund a 10-year review of WETT (as noted the information from this review will be considered in next year's monitoring report). A further three years funding was also approved by Kurra for two fulltime WETT CD Officers.



*Figure 5: Cecilia Martin preparing lunch at the Willowra Early Childhood Centre*

## Willowra Programs

In Willowra, WETT provides funding for a variety of activities including ongoing support for early childhood education through a playgroup. The most recent report from the playgroup indicates the service is functioning effectively with an average of 14 individual children attending the service each week. Casual employment has been made available for eight local Aboriginal people. Formal early childhood certificate training has also been provided to 5 of these local people.

Reports from the service indicate that it is operating effectively with an active local reference group. There are reports of positive outcomes for children including positive transition to primary school.

Some challenges continue particularly related to resources for IT (related to opportunities for teaching and learning as well as communication) and for bush trips. Other challenges relate to ensuring adequate staffing on all days.

Other programs in this community include a community mapping project. This project was ongoing in 2015/16. The project is supported by a CLC anthropologist, a consultant anthropologist and traditional owners, and records family and historical connections across the Willowra-Lander River

Region. It aims to support issues of individual and family identity and relationships between different families and reduce family conflict. The project fosters increased respect and learning between different generations and family groups.

### WETT Learning Community Centre Program

The Learning Community Centre program is supported in four Warlpiri communities and managed by BIITE. The intention is to create a culture of learning through a mixture of formal and informal training opportunities utilising both group and individual styles of learning. Learning Community Centres are important social assets. While they provide opportunities for formal training delivery directed at ongoing study and employment, they are also intended to be places for people to gather and pursue their own activities in a safe and appropriate environment.

The project reporting for 2015/16 suggests that across the four Centres, while there have been ongoing issues with maintaining consistent staffing, especially at coordinator level, there is some indication that local employment is becoming more stable. There is also some evidence of increased co-operation with other local services which is a good sign of integration of Learning Community Centres.

Bachelor Institute (BIITE) project reports point to some ongoing tensions and challenges for the Learning Community Centres. Challenges include staff retention, maintaining an appropriate mix of formal and informal training opportunities and insufficient resources. There is also a tension between government requirements for formal training outcomes and how this is limiting the focus preferred by WETT on being responsive to local needs and interests.

However, BIITE identifies there are new and emerging models and ideas, and it would be positive to have further opportunities to experiment with these and offer alternative learning approaches. BIITE is positive about the opportunity to examine these alternatives in the upcoming WETT review.

#### *Lajamanu*

Throughout most of 2015 this Centre was staffed by temporary staff on short-term contracts. As a result, formal training lost momentum. The beginning of February 2016 saw the employment of a new Learning Centre coordinator for Lajamanu. Following this, arrangements were put in place to employ local Aboriginal people.

With the lack of a coordinator there was limited formal training. A modest number of units were completed in media, conservation and land management and in early childhood care. Informal courses and support for use of the computers continued.

Since the centre reopened in February, the numbers of people accessing it has increased and there is a core group of regular users. The first advisory group meeting in 2016 was reported as positive. Members of committee are pleased the Centre has reopened and are keen to see both formal and informal training re-established.

The new Centre coordinator has a range of ideas and strategies to improve the Centre operation.

#### *Nyirrpi*

In this community there has been a renewed focus on formal learning since April 2015. In the most recent reporting period (September 2015- March 2016) two courses operated, with a total of 12 people enrolled.

A stable group of local people have been employed as casual staff in the last six months providing invaluable local knowledge and a good opportunity to engage with the community.

The local advisory group has met three times over the reporting period and is working well together to review how the centre runs and how it can be improved. The coordinator and the advisory group are keen to look at ways to broaden community engagement with the centre.

#### *Willowra*

The Willowra Learning Community Centre has shown renewed activity in 2015/16. In the most recent reporting period (September 2015- March 2016) three formal courses were offered with a total of 24 people enrolled. In addition, training was offered in media and communication and an extensive range of informal training activities were made available.

It is reported that over 2015/16 the approach to the Learning Community Centres has been slowly changing, with more young people willing and interested in enrolling in training. Participation has been of good quality. There have been new local staff employed and a lot of attention given to staff training. It is reported that local staff have shown dedication to developing their skills and work capacity and have been responsible and effective in running the centre when the coordinator was absent.

One advisory group meeting was held in the reporting period. In addition, some committee members are now also individually enquiring about the centre, how it is operating and how it can be improved.

#### *Yuendumu*

This Learning Community Centre operates in cooperation with WYDAC, alongside the Jaru youth program. In the most recent reporting period, 106 people were enrolled in a range of different formal training courses<sup>5</sup>, including conservation and land management, early childhood education, community services, health and well-being, foundation services and visual arts. 13 students completed formal qualifications in this time period and were employed.

Numbers attending the centre overall have been increasing. In March 2016, 119 men and 144 women attended the centre.

The new Centre coordinator started in early 2016. One local Aboriginal person was employed from October 2015.

The local advisory group met in March 2016. There are some challenges around ensuring enough time for considered discussion among this group given that many of the members also sit on other committees.

#### **WETT Youth and Media Program**

In 2015/16 the Youth and Media program operated by Warlpiri Youth Development (WYDAC) continued in the four communities. This program has focused on both diversionary programs for young people, as well as youth development to create more formal life pathways, including training and employment for young people.

As noted previously, diversionary programs continue to be the major focus for contact with young people. The records indicate that this service is highly valued across the four communities and there is a stable and engaged population of young people using the service.

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<sup>5</sup> The figures provided by BIITE in their monitoring reports are not comparable across centres. In this case, the figure of 106 people refers to all people enrolled in some training, not necessarily training provided by BIITE at the learning centre.

In contrast to previous years, there seems to be more stability in staffing across the four communities. There also appears to be increased and better quality cooperation with other services.

### *Yuendumu*

The program in Yuendumu continues to be the centre of the WYDAC work.

As planned there has been a steady focus on development outcomes across both the diversionary and informal training aspects of this program. 2,360 hours of activity were provided in the diversionary programs during the most recent reporting period (July to December 2015). A strong partnership with the BRDU has supported a focus on literacy in the diversionary program, allowing children to develop in both languages. Warlpiri books and resources are utilised, replicating those available at the school and encouraging and supporting children to re-engage with school.

The Jaru Pirrjirdi program in this community continues to exceed its benchmarks and there has been a record level of activities provided over the most recent reporting period. In total 105 young people participated as Jaru trainees across the most recent reporting period. There has been strong collaboration with external agencies both inside and outside the community, including collaboration with Northern Territory Health around men's health issues and close cooperation with the school, clinic and Batchelor College.

The program continues to have a strong focus on education and supporting local culture.

There is an active subcommittee supporting this program and young people from the subcommittee engage with the program daily to monitor activities and suggest possible improvements.



*Figure 7: Barbara Martin's sketch for a BRDU resource*



*Figure 6: Ormay Gallagher translating miyi theme (bush foods)*

### *Lajamanu*

The Lajamanu program reports an increase in the number of young people engaging with the program, averaging 253 young people per week across the most recent reporting period (July to December 2015). Despite challenges and competition from other events and happenings in the community, the program has remained stable. There has been good collaboration with external groups including ongoing collaboration with the school, providing access to a commercial kitchen for the healthy food program as well as provision of numeracy and literacy resources.

For this reporting period, the diversionary program is continuing to offer a broad range of activities with more than 1,559 activity hours provided. The youth development program continues to see strong engagement, with 42 individuals involved in service delivery.

The program continues to be challenged by the lack of adequate staff and insufficient funding. School support has been an increasing part of the focus for the youth workers. This has resulted in an improving and broadening relationship with the school and in increasing focus on literacy and numeracy across the program.

This program includes cultural advisers who provide cultural knowledge to the youth workers and participate in range of cultural activities. There have been two subcommittee meetings in the reporting period which has been useful in ensuring feedback to the wider community and the input of new ideas.

#### *Willowra*

The service in Willowra continues to provide a safe and peaceful place for young people. In particular, the diversionary program remains the foundation for youth activity in this community. In the latest reporting period (July to December 2015), 1,015 activity hours were utilised by young people. Willowra Youth Centre is where most of these activities take place. It is also used as a quiet space for young people who may not participate in activities but are able to use the centre as a meeting and safe space.

The development program has seen an increase in numbers, with 32 Jaru involved. As well as supporting the program its trainees also take up informal educational opportunities.

This program also has cultural advisers who provide both cultural input as well as participate in activities. There were two subcommittee meetings in the reporting period and strong participation by young men in those committees, offering good ideas about how to further develop the service.

#### *Nyirrpi*

The program in Nyirrpi engages every young person in this community through a mixture of diversionary, development and cultural activities. The youth workers are well integrated into the community and have good relationships across a range of age groups.

In the most recent reporting period the diversionary program offered 1,815 activity hours. Cultural events remain popular. Youth workers try to incorporate literacy in activities and there is a strong focus on school engagement. The youth workers collaborate with the local school, assisting with excursions and sharing in project activities.

The development program saw 34 people working as trainees across the reporting period. Four successfully graduated from training in the reporting period.

There are two cultural advisors supporting the youth workers. There were two sub-committee meetings during the reporting period. These meetings are providing an opportunity for feedback and accountability to the community.

#### **Warlpiri Language and Culture Support Program and the Warlpiri Secondary School Support Program**

The 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 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.

Reports from 2015/16 indicate a wide range of excursions and student experiences were supported by the funding. Also that elder participation in bush visits continues across several locations.

The reports show that these are well enjoyed by students and contribute to the overall school experience for Aboriginal students. The excursions and the cultural activities give students opportunities to learn and importantly to value who they are and what additional cultural strengths they bring to their school life.

The reports from the schools indicate that they see considerable value for the students and consider the activities are a useful part of the curriculum and provide relevant support for Aboriginal students.

## The Tanami Dialysis Program

The dialysis program provides remote dialysis services to meet the physical needs of Warlpiri people, through an approach that seeks to maintain cultural and family connections. It is auspiced by the Western Desert Nganampa Walytja Palyantjaku Tjutaku Aboriginal Corporation (WDNWPT), based in Alice Springs. It has two remote sites, Yuendumu and Lajamanu. Each site has received support from the Kurra Aboriginal Corporation through the successive stages of development.

In 2015, for the 2015/16 period, \$350,845 was allocated to the service in Yuendumu and \$186,186 for the service in Lajamanu. In addition, \$33,000 was allocated to the Purple Truck Dialysis program. In early 2016, for the 2016/17 period, \$350,845 was allocated to Yuendumu and \$191,686 to Lajamanu. In addition, in 2015/16, \$45,144 was allocated to the Purple Truck Dialysis program, which is a mobile dialysis service for Warlpiri communities. The project also receives funding from the Aboriginals Benefit Account (ABA) as well as funding from other sources such as GMAAAC, the Lajamanu Progress Association and funding from the Northern Territory and Commonwealth governments.

This effective and efficient service continued throughout 2015 and the first six months of 2016. The service in Lajamanu provides dialysis treatment for people in that community as well as Kalkarindji and surrounding outstations. It also supports Yapa and their families in Katherine and Darwin. For the second six months of 2015, 33 people were supported at home, 156 respite trips were provided and a total of 437 dialysis treatments provided for people. The service in Lajamanu has government funding to support its operations at a base level until June 2018.

The dialysis service in Yuendumu supports people from that community as well as Willowra, Yuelamu and Nyirripi. In the second six months of 2015, 26 patients were provided with 496 dialysis treatments. This funding is secured for this service from government until June 2018.

Both services are still reliant on Kurra funding for the current service levels. For example, the two additional nurses provided in Yuendumu. Current plans for the service are to continue to consolidate and provide good quality dialysis services, while also focusing on expanding the service in Lajamanu.

CDU staff reports indicate that while there has been strong governance for this program with committees in both locations providing good quality local oversight of service, community expectations create some challenges. There have been issues of vandalism and strong views about the limits of the available services

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

This 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. These include Mutitjulu, Kaltukatjara (Docker River), Utju (Areyonga), Imanpa, and Watarrka in the Northern Territory, and Pukatja (Ernabella) and Amata in the Anangu Pitjantjatjara Yankunytjatjara Lands of South Australia.

The work has developed into two distinct projects, one serving a regional focus and another directed at development in Mutitjulu.

From January to December 2015 the following projects were funded.

<b>Projects funded in 2015</b>				
<b>Community / Region</b>	<b>Project</b>	<b>Organisation</b>	<b>Status</b>	<b>Objective</b>
Pukatja region	Little Kenmore outstation upgrade	Tangentyere Constructions	Completed in 2016	Homelands
Docker region	Piyultjara outstation reinstatement	Tangentyere Constructions	In progress	Homelands
Pukatja community	Ernabella football grandstand upgrade	Tangentyere Constructions	Infrastructure completed in 2016.	Sports grounds, sport and recreation
Pukatja region	Walu water access	Tangentyere Constructions	In progress	Homelands
Mutitjulu	Sportsground upgrades	Tangentyere Constructions	In progress	Sport and recreation

Total project funding for 2015 amounted to \$255,748 plus \$326,750 for Mutitjulu.

### *Regional project*

In 2015, broad consultations were undertaken and two meetings with the traditional owners of UKTNP were held. In 2016 there were six meetings overall. One meeting with the traditional owner group, another four meetings held to consult with traditional owners in their communities, and the first meeting of the newly established URM Traditional Owner Working Group.

2015/16 has seen a significant shift in the focus of the regional project. A governance review was completed through consultations with traditional owners. In September 2015 these traditional owners established seven project priorities. They also established a working group, with delegated authority to plan projects with partners against these priorities. Finally, they agreed that the completed plans would be presented to the broader group for funding. This shifted the focus away from people competing for resources for their residential community, to the development of a set of projects against regional priorities, more likely to create broad benefit.

It was reported in 2015 that the group was formed and individuals determined the role and composition of the group through both comparison with other working groups and their

understanding of how this governance group would be able to function most effectively. In 2016, previous projects are still being completed and new projects are still to start. But despite these delays, CDU staff report high engagement and feedback and good support for the new governance process.

It was noted by CDU staff that the experience of, and overlap between, the working group members participating in other CD groups (e.g. NT Parks and Mutitjulu) and the wider URM group is strengthening the understanding, engagement, and processes of both groups.

### *Mutitjulu*

In 2015, there were two community meetings, three working group meetings, and one pool committee meeting. In 2016, there was one working group meeting and one pool committee meeting. Initially in 2006, the Mutitjulu community chose the Mutitjulu Working Group (MWG) members to plan and progress projects prioritised by the community. In 2015, a new working group was brought together in Mutitjulu. While there was some dissatisfaction over funding decisions made at the very start of the project in 2006/07, the previous experience in this community, working together to plan and implement a pool project, provided a strong base for ongoing community planning and development.

The second community meeting in 2015 saw a new list of community priority projects, including the consensus that the pool operations were the number one priority for community. 2016 saw increased support of the process with the first new project from the new priority list being planned, funded and implementation commencing, demonstrating outcomes for the community. CDU staff report good quality governance processes.

An ongoing issue related to management of the pool continues with challenges in finding and retaining consistent local employees. Further strategies were instigated in 2016 to address this issue.



*Figure 8: Sixteen members of the Uluru-Kata Tjuta Rent Money decision-making group*

## The Granites Mine Affected Area Aboriginal Corporation Project (GMAAAC)

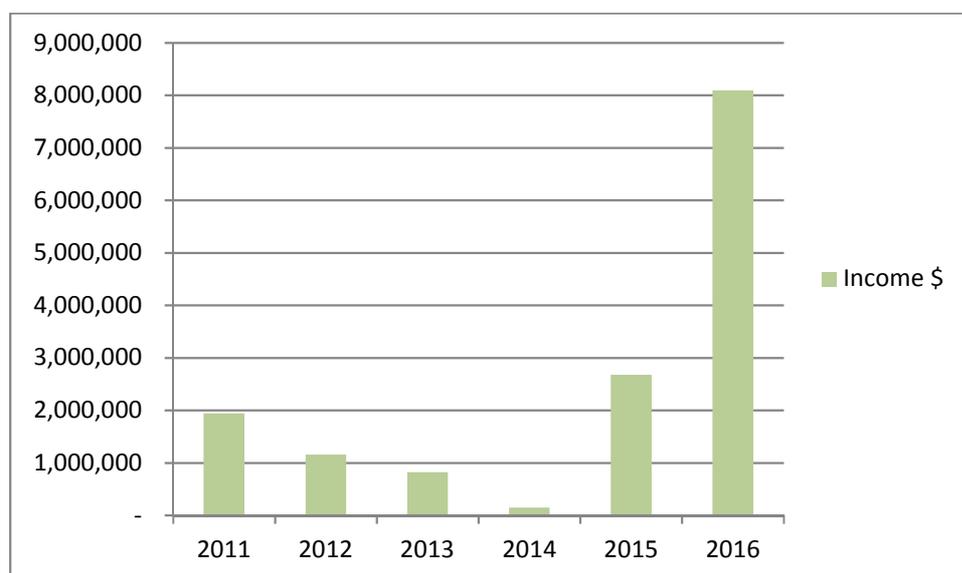
The purpose of GMAAAC is for community benefit and development across nine communities through: helping with housing, health, education, employment and essential services; with employment and training; and promoting Aboriginal self-management. 2015 and 2016 saw committee, community and other types of meetings across most locations.

<b>Committee and Community Meetings Jan 2015 – June 16</b>			
	<b>Jan - Dec 2015</b>	<b>Jan - Jun 2016</b>	<b>Jul 2015 – Jun 2016</b>
Balgo	2	1	1
Billiluna	2	2	2
Lajamanu	3	2*	3*
Nyirripi	3	3	4
Ringer Soak	1	1	1
Tanami Downs	3	0	1
Willowra	3	0	3
Yuelamu	3	1*	2*
Yuendumu	3	2*	5*
<b>Total</b>	<b>23</b>	<b>12</b>	<b>22</b>

\* One additional informal pre-meeting consultation was also conducted

While there was a considerable decrease in GMAAAC income and therefore fewer projects in 2014, 2015 saw an increase in funding and projects particularly in the second half of the year. \$2,508,923 was approved for projects in 2015. A further \$255,252 was approved in the first six months of 2016.

Figure 9: GMAAAC Project Income



GMAAAC typically funds a diverse range of projects. The projects funded in 2015/16 continue some diversity, but show a much greater focus on health and education. Project reports suggest that vehicles maintenance continues to be an issue if strict rules are not maintained by the managing organisation. Project reports also point to an ongoing interest in activities that support culture.

<b>Projects funded in 2015</b>				
<b>Community / Regional</b>	<b>Project</b>	<b>Organisation</b>	<b>Status</b>	<b>GMAAAC Objective</b>
Balgo	Men's Sport	AAMC	In progress	Health
Balgo	Women's sport	AAMC	In progress	Health
Balgo	Funeral	AAMC	In progress	Health
Balgo	Sorry	AAMC	In progress	Health
Balgo	Ceremony	AAMC	In progress	Education
Balgo	Band equipment	Balgo Catholic Church	In progress	Education
Billiluna	Funeral	AAMC	In progress	Health
Billiluna	Sorry	AAMC	In progress	Health
Billiluna	Ceremony	AAMC	In progress	Education
Billiluna	Men's Sport	AAMC	In progress	Health
Billiluna	Women's Sport	AAMC	In progress	Health
Billiluna	Waste management facility re-location	Mindibungu AC	In progress	Essential Services
Lajamanu	Tanami Roadhouse business plan	MLCS	Approved	Jobs
Lajamanu	Youth camping equipment	WYDAC	Approved	Education
Lajamanu	Refurbish rec hall canteen	WYDAC	Approved	Education
Lajamanu	Outstation road grading	Wulaign Resource Centre	Approved	Essential Services
Lajamanu	Funeral	AAMC	Approved	Health
Lajamanu	Sorry	AAMC	Approved	Health
Lajamanu	Ceremony	AAMC	Approved	Education
Lajamanu	Remote school attendance strategy bus (yellow-shirt)	VDRC	Approved	Education
Lajamanu	Trade Training Centre Equipment	IS Australia	Approved	Education
Lajamanu	Water Park Feasibility Study	Central Desert Regional Council	Approved	Health
Lajamanu	Men's Sport 15/16	Northern Warlpiri (Lajamanu) Sporting AC	In progress	Health
Lajamanu	Women's Sport 15/16	Northern Warlpiri (Lajamanu) Sporting AC	In progress	Health
Lajamanu	Sports Weekend 2016	Northern Warlpiri (Lajamanu) Sporting AC	In progress	Health
Lajamanu	Funeral	AAMC	In progress	Health

Lajamanu	Sorry	AAMC	In progress	Health
Lajamanu	Ceremony (men)	AAMC	In progress	Education
Lajamanu	Ceremony (women)	AAMC	In progress	Education
Nyirrpi	Funeral	AAMC	In progress	Health
Nyirrpi	Sorry	AAMC	In progress	Health
Nyirrpi	Ceremony	AAMC	In progress	Health
Nyirrpi	Sports Weekend 2016	Nyirrpi Sports Club	Approved	Health
Nyirrpi	Men's Sport Operational	Nyirrpi Sports Club	Approved	Health
Nyirrpi	Women's Sport Operational	Nyirrpi Sports Club	Approved	Health
Nyirrpi	Community Bus R&M	Nyirrpi Sports Club	In progress	Health
Nyirrpi	Search and Rescue Vehicle R&M	Nyirrpi Sports Club	Approved	Health
Nyirrpi	Church bus R&M	Desert Rose UPC	Approved	Health
Nyirrpi	Music Equipment	WYDAC	Approved	Education
Nyirrpi	Ceramic Making Equipment	BIITE	In progress	Education
Nyirrpi	Primary School Support for challenging behaviours	WYDAC	Approved	Education
Nyirrpi	Music Equipment	Desert Rose UPC	Approved	Education
Nyirrpi	Outstation Infrastructure Support	YKNAC	Approved	Essential Services
Ringer Soak	Funeral	AAMC	In progress	Health
Ringer Soak	Sports & Rec	AAMC	In progress	Health
Ringer Soak	Sorry	AAMC	In progress	Health
Ringer Soak	Ceremony	AAMC	In progress	Education
Tanami Downs	Sorry	AAMC	In progress	Health
Tanami Downs	Ceremony	AAMC	In progress	Education
Tanami Downs	Fix-up Tanami Downs Community R&M	Billy McLauchlan	Approved	Essential Services
Willowra	Funeral	AAMC	In progress	Health
Willowra	Sorry	AAMC	In progress	Health
Willowra	Ceremony	AAMC	In progress	Health
Willowra	Men's Sport Operational 2016	Willowra Sports Club	Approved	Health
Willowra	Women's Sport Operational 2016	Willowra Sports Club	Approved	Health
Willowra	Sport Weekend 2016	Willowra Sports Club	Approved	Health
Willowra	Women's Sport Bus	Willowra Sports Club	Approved	Health
Willowra	Women's Sport Bus Shed	YKNAC	In progress	Aboriginal self-management

Willowra	Upgrade Softball Oval	Central Desert Regional Council	In progress	Health
Willowra	Church garden tools and Choir T-shirts	Baptist Union of the NT	In progress	Aboriginal self-management
Willowra	Recreation Hall	WYDAC	Approved	Education
Yuelamu	Football Oval Upgrade	Central Desert Regional Council	Approved	Essential Services
Yuelamu	Cemetery Landscaping	Central Desert Regional Council	Approved	Essential Services
Yuelamu	Funeral	AAMC	In progress	Health
Yuelamu	Sorry	AAMC	In progress	Health
Yuelamu	Ceremony	AAMC	In progress	Education
Yuendumu	Bobcat purchase	YKNAC	Approved	Essential Services
Yuendumu	Swimming pool operational	WYDAC	Approved	Health
Yuendumu	Tow truck purchase and recycle centre equipment	YKNAC	Approved	Essential Services
Yuendumu	PAW videos and animations	PAW	Approved	Aboriginal self-management
Yuendumu	Faith Walk Church vehicle	WYDAC/Mt Theo	Approved	Aboriginal self-management
Yuendumu	UPC church shelter	UPC	Approved	Aboriginal self-management
Yuendumu	Salt Church firewood collection and music equip	Salt Church	Approved	Aboriginal self-management
Yuendumu	School culture vehicle	Yuendumu School	Approved	Education
Yuendumu	Women's Sport operational	YMFC	Approved	Health
Yuendumu	Men's Sport operational	YMFC	Approved	Health
Yuendumu	Sports Weekend	YMFC	Approved	Health
Yuendumu	Cemetery upgrade	YKNAC	Approved	Essential Services
Yuendumu	Community commercial washing machine	Women's Centre	Approved	Health
Yuendumu	Old People's vehicle	Yuendumu Old People's Program/Mampu	Approved	Health
Yuendumu	Clinic ultrasound	Yuendumu Health Service	Approved	Health
Yuendumu	Healthy dogs program	Warlukurlangu Arts	Approved	Health
Yuendumu	SWSBSC baby baskets and calendar	Children and Families Centre	Approved	Health

Yuendumu	Funeral	AAMC	In progress	Health
Yuendumu	Sorry	AAMC	In progress	Health
Yuendumu	Ceremony	AAMC	In progress	Education

<b>Projects funded in 2016</b>				
<b>Community / Regional</b>	<b>Project</b>	<b>Organisation</b>	<b>Status</b>	<b>GMAAAC Objective</b>
Balgo	Auskick Project	Luurnpa Catholic School	Approved	Health
Balgo	Band Equipment	Kutjungka Trade Training Centre	Approved	Health
Balgo	Ceremony	AAMC	In progress	Education
Balgo	Funeral	AAMC	In progress	Health
Balgo	Men's Sport	AAMC	In progress	Health
Balgo	Sorry	AAMC	In progress	Health
Balgo	Women's Sport	AAMC	In progress	Health
Billiluna	Ceremony	AAMC	In progress	Education
Billiluna	Funeral	AAMC	In progress	Health
Billiluna	Men's Sport	AAMC	In progress	Health
Billiluna	Sorry	AAMC	In progress	Health
Billiluna	Sports weekend	AAMC	In progress	Health
Billiluna	Women's Sport	AAMC	In progress	Health
Ringer Soak	Band Equipment	Ringer Soak Store	Approved	Health
Ringer Soak	BMX Bike program	Ringer Soak School	Approved	Health
Ringer Soak	Ceremony	AAMC	In progress	Education
Ringer Soak	Sorry	AAMC	In progress	Health
Ringer Soak	Sport and Rec	AAMC	In progress	Health

In 2015 the reporting of projects improved, although as the following tables show, this does not always mean projects are completed and reported as planned. This is not necessarily a problem. It might reflect the limited time available for planning and thus simply an unrealistic timeframe from the beginning. Also in some cases funds last longer than expected and the community gets more benefit by the project continuing. On the other hand, this needs to be balanced with late completion of some projects leading to community dissatisfaction, and in some cases increased workloads for CDU staff (as they try to manage projects to an end and chase reports and finalised acquittals). It's thus a complex area that needs regular attention within the context of specific projects and locations.

**Projects funded in previous years and completed in 2015**

<b>Community</b>	<b>Project</b>	<b>Organisation</b>	<b>Jan-Dec2015 Completion data</b>
Lajamanu	Knuckey lagoon bus	Katherine Warlpiri Baptist Church	Completed late and reported late
Lajamanu	Church mini hi-ace bus	Katherine Warlpiri Baptist Church	Completed late and reported late
Lajamanu	Warlpiri camp Baptist church fencing	Katherine Warlpiri Baptist Church	Completed late and reported late
Lajamanu	Music project - mixer and microphones	Katherine Warlpiri Baptist Church	Completed late and reported late
Lajamanu	Church Building insurance and registration	Katherine Warlpiri Baptist Church	Completed late and reported late
Lajamanu	Milpirri	Tracks Dance	Completed on time and reported on time
Lajamanu	Church Toilet renovations	Lajamanu Baptist Church	Completed late and reported late
Lajamanu	Repair church leaking water pipes	Lajamanu Baptist Church	Completed late and reported late
Lajamanu	Funeral equipment	Lajamanu Baptist Church	Completed late and reported late
Lajamanu	Bus repairs and maintenance	Lajamanu Baptist Church	Completed late and reported late
Nyirripi	Basketball Court Lights	CDRC	Completed late and reported late
Willowra	Football Oval Upgrade	Wallcon	Completed on time and reported late
Willowra	Men's Bus Shed	Wallcon	Completed on time and reported late
Yuendumu	Coffin roller and lowering device	CDRC	Completed late and reported late
Yuendumu	Funeral equipment storage shed / box	CDRC	Completed late and reported late
Yuendumu	Community Laundry operations	Yuendumu Women's Centre	Completed late and reported late
Yuendumu	Op shop support & Furniture op shop	Yuendumu Women's Centre	Completed late and reported late
Yuendumu	Men's football bus purchase	Magpies Football Club	Completed late and reported late

**Projects funded in previous years and completed in 2016**

<b>Community</b>	<b>Project</b>	<b>Organisation</b>	<b>Completion data</b>
Lajamanu	Women's Business, Yapa Staff wage, Landscaping, Yama digital communications	Warnayaka Art & cultural Aboriginal Corporation	Interim report on time

Lajamanu	Art Centre Support	Warnayaka Art & cultural Aboriginal Corporation	Completed late and reported late
Yuendumu	Bobcat purchase	Yapa-Kurlangu Ngurrara Aboriginal Corporation	Completed on time and reported on time

The project reports illustrate the wide variety of benefits sought by Aboriginal people through the use of this resource stream. As noted above, an increasing number of projects are focused on more developmental areas with particular emphasis on health, education and culture.



Figure 10: Malcolm Wall (far right), YKNAC CEO, with YKNAC employees (l-r) Steven Nelson, John Bauer, Josh Brown, Connall Stevens (front), and Chris Robertson

Recognising that the funding source for GMAAAC will increase in coming years, and in-line with the forward-looking review currently being undertaken for WETT, extensive community consultation was undertaken across four of the GMAAAC communities to explore what people are considering is appropriate for future use of these funds and how people might best prepare for a more proactive forward-looking planning process.

The four communities, Lajamanu, Willowra, Yuendumu and the smaller community of Yuelamu, have all worked with the CLC's CDU to make decisions on their GMAAAC funding for approximately eight years. There were three areas explored with people in each community. These included what people considered were the best projects demonstrating most effective use of GMAAAC money to date; people's views on the current governance of GMAAAC; and finally how people would like to see the money used in the future and in what way they would like to develop new ideas.

The feedback from the community is outlined in the following sections.

## Yuendumu

In Yuendumu, 44 people were interviewed, 26 women and 18 men. People ranged in age from 21 to more than 60 years of age. 11 of the people interviewed had served on a GMAAAC committee in some form.<sup>6</sup>

In contrast to the other communities selected for this consultation, in Yuendumu there was a sharper division between those people who have a good knowledge of GMAAAC and those who don't. This seemed to be aligned with people's age, with those under 30 much less likely to have an up-to-date and working knowledge about GMAAAC projects or its approach to governance.

*Some of the committee members take copy of notice from CLC and talk to family and people about what meeting is about. There is a public meeting. I attend the meeting to listen. Not much young people go to listen. Young people should be involved. (Female, over 30 years)*

*We don't know about GMAAAC. (Five females, 21-28 years)*

The majority of people interviewed expressed strong satisfaction with GMAAAC and with the current benefits for the community.

*It is important for GMAAAC to support Warlpiri culture. I think they are doing a good job. I think a lot of these projects benefit the community in the long term. (Female, over 40 years)*

*GMAAAC has come a long way. There's been great improvements over the years. We were wasting everything at first and it didn't last long. We are next getting a Civic Centre, and stadium for basketball. (Male, over 60 years)*

*I'm really happy with the way that GMAAAC is doing things and I'm really proud of Warlpiri nation. (Male, over 50 years)*

*They hear about things from committee members, family and go to public meetings. They read things in CLC newsletter and see notices at CLC office. That's happening alright. (Male, over 50 years)*

*Used to be just handover money. Today it is for projects. For income for projects it's good for community money. Old way it was misused. This way you have lots of projects going on like swimming pool, funeral, sorry and ceremony and those kind of things. (Male, over 50 years)*

The majority of people were happy with the current governance arrangements. However, in contrast to all other communities, a greater proportion, although still a minority, of people expressed dissatisfaction with GMAAAC governance, particularly around their ability to control how the money was spent.

*I'm happy with GMAAAC. They talk about things on committee and what would be good for community. (Male, over 50 years)*

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<sup>6</sup> For all communities the interviewer was asked to conduct interviews with a broad cross-section of the community, including both male and female, people across a range of age groups and people with direct and regular experience of GMAAAC (usually having served on the committee) or not. The intention was to have a good representative sample which provided insight into a whole of community perspective on GMAAAC current and future.

*CLC don't trust us because they say it's got to be run by a group of community people, organisation. It's not true. They say "it's your decision" but it's not really true, because when it comes to some things we want to do CLC are against it. (Male, over 60 years)*

*Maybe they should get one younger man on the committee so they know what's happening for younger people. (Three males, 22 to 34 years)*

*We see notices and hear from other people and family members on committee. I saw a notice about a month ago on CLC office about projects. I think the way they tell people is alright. (Female, over 30 years)*

*I don't want to be mean but government organisations are looking for funds, asking for GMAAAC money. That's not fair, they should do things themselves.... I think we should put GMAAAC money into the bank and use the money it makes to make a community development plan over the long term, working out goals. And if people come up with a new idea later there is money for it. (Female, over 40 years)*

Some of these comments do not reflect the reality, Aboriginal people make decision about the projects to be funded, not CLC. GMAAAC does support business plans, just not all the ideas which are submitted. While these comments might mean people do not understand the process it's more likely they reflect some ongoing dissatisfaction with a community versus an individual utilisation of resources.

Some of the Aboriginal people expressing some dissatisfaction continued to focus on a long-standing issue for GMAAAC; the use of the funds for purchase of cars. Others were unhappy about how long the process takes from project approval till project completion.

*I'm really concerned about some projects which is not good at the moment. People are misusing the money for example. I am a Baptist Church member and a couple of years back we bought two buses and they—some people—were using the buses privately—..... I'm concerned about all the other Churches—every year they get money. Where is it going to? There's a lot of people complaining. (Female, over 60)*

*It's going alright but everything is taking too long once we decide on projects they wait a long time for money. (Male, over 40 years)*

*What I find is really difficult [is that] once we have the meeting and decide and select the projects in the community it takes a long time to get them. They tell us we'll get funding the next year. We want to change it so that when the funding comes it comes straight away in the year or month. It's frustrating for some of the organisations. (Male, over 40 years)*

*Maybe a better way is for CLC to do it [distribute money and make sure projects happen] quick way, for good things that we need for community. It takes a whole year to get money—far too long. (Female, over 60 years)*

Again some of these comments are not correct (it takes approximately three months to move from community decision to project contracts being signed, and according to CDU staff, no planned projects have taken three years to be implemented). Again, they likely indicate some ongoing reservations about the community development process in this community.

In terms of the projects seen as most satisfactory and those seen as the highest priority, there was a strong emphasis on being able to see children and young people occupied and therefore an ongoing focus on funding for sports and support for the swimming pool.

*It's better for kids to enjoy swimming pool than walking around bored, making trouble and petrol sniffing. (Male, over 60 years)*

*Swimming pool is the main one, especially in summer. Kids go there, my grandkids go there and they love it. It gives them a good activity and keeps them from getting bored and into trouble. (Female, over 60 years)*

*WYDAC is doing good things for young people, helping them with activities and to learn. This is very important. And sport is important for them. (Female, over 50 years)*

Associated with this was an emphasis on learning and attention to maintaining children at school.

*Warlpiri Media has been doing good community work looking after young after school programs the kids that have left school. The most important thing is education side, giving money for school things and cultural ones. (Male, over 40 years)*

*WYDAC is teaching younger generation to manage things. Kids need a good education and to go to school and boarding schools. (Male, over 50)*

Culture was strongly identified by many people as a very important part of their lives and an area that should receive ongoing funding. For most people this is related to sorry business with funerals and funding for graves given priority.

*Well we need to respect our families and look after cemetery. We all have family who pass away so it's good for community. (Male, over 40)*

*We all have sorry times and lose loved ones. It's important to make it nice and have shade so people can have shade in hot weather and gather there to pay respects. (Female, over 70 years)*

*Supporting with money for funerals is most important and Sorry (business). And project support for old people. That's the main things. What about a digger for graves, they need a small one to help dig graves. (Female, over 40 years)*

*Language Centre is important to teach Warlpiri and to keep the culture. Upgrading cemetery is important to keep all the animals out and make it nice to visit. Funeral and sorry projects is really important. (Female, over 30 years)*

Other people used examples from existing services such as bush trips for children and the Arts Centre to point to how funding could be used to continue to support culture.

*Women's Centre help with sorry and cultural business and they have a washing machine for community use. (Female, over 40)*

*PAW is part of culture and education here at Yuendumu. We need a good new building for PAW. (Female, over 60)*

*They [Women's Centre] help people when they are in sorry business and in men's and women's [ceremony] business. This helps culture going for families. (Female, over 30 years)*

*These projects are making Yuendumu a better place. PAW Media has radio and makes films for community like Coniston film. And they record sport and culture and old people's stories. They train young people in video and have Yapa working there. This is good support for Warlpiri culture. (Female, over 20 years)*

There is also support for continuing funding for health projects, in particular dialysis. In this community there was a particular focus on services for the elderly.

*More dialysis chairs—they should make dialysis [clinic] bigger. We have got too many family with dialysis. We want them home in the community. (Female, over 50 years)*

When asked about the future, people tended to focus on supporting existing organisations and programs.

*We need a business plan and feasibility study for football. Football oval needs a decent grandstand and showers because ten communities come and play sport and play competition here. It's a big thing and sport is important for community. Helps kids get off drugs and alcohol. Sports is important. And culture. We need to keep on supporting culture, country visits and PAW Media on taping culture. Need support also for domestic violence, sports and rec and education and health. (Male, over 50 years)*

*They should make a little park for us on our side. Kids need swings and monkey bars in parks. ...We need high fences, to stop cows and horses coming in yards and keep dogs in. ...We need the dog program to keep going. (Female, over 40 years)*

*They should build a bigger dialysis clinic. We need more chairs and more nurses to work there. (Two females, over 50 and over 60)*

*I think that nearly everyone is a diabetic or will be. They will be all on dialysis, so if there can be more dialysis machines in Yuendumu that's most important for long term benefit and our everyday lives. (Female, over 40 years)*

*We want to grow the community for the next generation and leave a legacy behind so that they take it on and use it in proper way. We'd like to put more playground things around and grass and oval for footy and softball. (Male, over 60 years)*

*We actually support the ongoing organisations that are doing a good job in the community and are still active. They are part of the community and help build it. For me this is very important. (Male, over 40 years)*

*What's important for me is to keep all the organisations going here, like the Art Centre. They are important to the community. (Female, over 20 years)*

*Dialysis is most important thing for me. My husband is on dialysis. (Female, over 50 years)*

Culture was important for many people.

*We need big money for culture projects like yawalyu, so women can go camping out and do yawalyu and teach younger ones. (Female, over 60 years)*

*Most important is more cultural areas, more support for cultural projects. Our kids don't get enough cultural practice. We want more projects like PAW and school are doing, more country visits. Our young people here at Yuendumu aren't keen on cultural thing. How do we get kids interested? (Male, over 60 years)*

*What I'm thinking is that we need more cultural activities funded in schools. We need to expand country visits and culture and language in WYDAC with teenagers is very important. (Female, over 50 years)*

*We need to support school also. Like taking kids out with old ladies and going out bush to do traditional things; all that stuff, camping out. .... Excursions are important for them to see other places and get ideas, because this community is different to the city. We need continued support for country visits. .... It's important for them to know grandfather's Dreaming and where mother and grandfather come from to keep culture strong, and learn more and more, so they can understand both ways, Yapa and kardiya. (Female, over 50 years)*

There was also attention to education and a future for children.

*I'm just worried about my kids, about how we can teach the kids better. Learning is main one. I want people here to get a good education and work. So for me things that support that are important. (Female, over 40 years)*

*GMAAAC should be looking at building up future strong leaders. We need leadership and to meet other leaders around Australia...It should be a case of one area that is most important than another. We should keep these community projects [pointing to photos of existing projects] ongoing but we should start up ones to be nourished by community. (Male, over 40 years)*

*We want a young people's centre for women when they become young mums; an advice centre and adult education. A centre for young ones who pulled out of school early. (Female, over 30 years)*

*Projects for young people to help them learn about country. Programs to help them get a good education and jobs. (Female, over 50)*

*They should use money to support kids going to school, because a lot of our kids are going to boarding school. (Male, over 50)*

*Maybe support older kids who left school. Like 16, 17 and 18 year olds and older, to do adult learning. Give them another chance to get an education. (Five females, 21-28 years)*

There were a small number of strongly expressed ideas about how to promote economic development and how to utilise the potential for tourism in the community.

*I think GMAAAC money can be used to set up a caravan park so they can get money, income—royalty from tourists staying in the caravan park. I'd like to see new businesses set up in communities. (Female, over 40 years)*

*We want to use money wisely and not buy buses all the time. The money coming in should be spent wisely to build up business enterprises. We need proper projects there for a lifetime. There is a difference between profit and leisure like swimming pool for kids and sports. You need a balance...What I strongly believe in is economic freedom, which we don't have. For instance, like a service station you make ongoing income and profit and money comes back to community for revenue and sale of goods. It's a good investment for Yapa. (Male, over 50 years)*

*I'd like to see tourism business. Tourists come out to Yuendumu. I'd like to take them to Ngalikurlangu and Tjuku and show them ceremony, kids Corroboree in the bush. And take tourists on country visits and make money. (Male, over 50 years)*

The majority of people were interested in hearing about other from other communities and there was strong support of a newsletter and other methods for sharing ideas. There was a small group who felt that Yuendumu was different and had nothing to learn from elsewhere. These people tended to be the same people who had complaints about how GMAAAC operated.

*We don't want just local ideas but ideas from other places. (Male, over 40 years)*

*No, I only want to know about things for this community. Other communities are different to Yuendumu. They are doing their own thing and it's up to those communities to work things out. (Female, over 40 years)*

*It's good to hear about other places. They could make a video. Some older people don't read. (Female, over 60 years)*

*Yes, good to hear what communities, like their program and what they do, because some might have different ideas than ours and other plans. We can move on with new ideas so we don't stick with same old thing. (Female, over 50 years)*

*Yes. It's good to hear what other communities are doing, their ideas. Maybe in a newsletter. (Female, over 30 years)*

#### *Lajamanu*

In Lajamanu, 53 people were interviewed, 29 men and 24 women. People ranged in age from 18 to about 70 years of age. At least 10 of the people had served on GMAAAC committees in some way.

While generally there was good understanding about GMAAAC, both what is funded and how decisions are made, young people in this community were a lot less involved and informed. While they tended to be keen to receive more ideas and information, they were not confident about commenting in the interviews.

*I don't really know anything much about it. (Male, 18 years)*

*I don't know. I haven't been to a GMAAAC meeting. (Male, over 20 years)*

*I never went to a GMAAAC community meeting before. I don't hear about it much. I'll go to the next one. Young people need to go and listen and learn. (Female, over 20 years)*

*We don't know anything about it. (Four males, 18-22 years)*

*We don't know anything about GMAAAC and how they do projects. (Five males, late teens)*

Young people, along with others who have less information, were keen to have better communication about GMAAAC. There was a lot of feedback about more photos being made available and increased reporting to the community.

*Maybe photos like you showed me here and notices where people can read things. (Female, over 20 years)*

*Committee members explain to community at public meeting at basketball ground. Maybe more photos like you are showing me with a newsletter—maybe a video report. (Female, over 60 years)*

*Wider information circulation is needed. We want to know how much is spent on each project and how projects spend the money. For example, the art centre and rec hall. (Female, over 50 years)*

*Instead of having two private meetings with only committee members we should have two public meetings. One for ideas at the beginning and one later for feedback about what's going to happen. They can also use social media like Facebook. We should have our own GMAAAC Facebook page plus a local newsletter. It's good to have younger people engaged and you have to find many ways to catch young people. (Male and female, over 20 years)*

For those with information, the majority report that the project is well understood and considered to be a positive asset. Generally, CLC is seen as trustworthy and a good support for the community. Significantly some people wanted to see improvements in community process and responsibility. There was more reflection on community responsibility than in previous community consultation about GMAAAC. Some people commented that CDU staff had too much control.

*GMAAAC is running good. We are happy for that one. (Five females, over 60 and 70 years)*

*GMAAAC is doing a great job. It's great that we are spending our money to benefit the community, to help it, so that Yapa can work together. (Male, over 50 years)*

*They talk about it on the committee with kardiya from CLC and they take it to community meeting. Like I said, get wider representation. That's why some people don't go to community meetings. They don't show much interest because they see the same people coming up with ideas. (Female over 50 years)*

*Them CLC bosses, I don't know who they are; they change but they are really wise and good at it. They—GMAAAC and CLC support our country and what we need. (Female, over 50 years)*

*Long as they all agree together then I'm happy with the way it's done. If we agree all together then we can make things happen. We look at projects—how to spend money and how to run it. The Land Council and committee members—they decide what they need and want in the community. (Male, over 50 years)*

*Everything happens fast. It's good—money is there. Project is written out and everything happens quickly. The way we do it is good—two ways and in the community, no need to change. (Female, over 50 years)*

*A better way is that GMAAAC members should decide. Sometimes community members have personal problems with each other and can spoil things. Committee should decide like before. We always tell them we are the committee and we should be able to make decisions. Maybe they could ask the community what they want first—they could put ideas and projects and committee could then make agreements. (Male over 50 years)*

*I don't like people in there just for themselves with a conflict of interest. There should be more of people thinking "oh he just wants a vehicle to see his country". Should be none of that because this is community money. (Male and female, over 20 years)*

*Community people make it hard for themselves when they don't attend community meetings and listen to what's been said. They then put weight on Committee members and chastise us saying "You should let us know what's happening". That's no excuse. Everyone should turn up to GMAAAC Community meetings. (Male over 50 years)*

*All those vehicles will be for personal use and everyone knows it in the community. They just put a project name down but hide behind it—we don't want Yapa money spent on personal*

*use. We are all concerned about this. All the rest of the projects are fine. (Female over 50 years)*

*People want to get this and that. Some people want vehicle for themselves but that's not fair. And some of the committee members have been there long enough. They should step out and share the road so everyone can learn. It's about sharing. Some projects don't report back. (Female, over 40 years)*

*CLC is giving us too much rules. Instead of Yapa people making rules, CLC are the ones to make the rules. We need to get new members and things will change on GMAAAC. Might be new members have got better ideas and options. (Male, over 30 years)*

When asked to prioritise projects people gave attention to a wide variety of activities including the practical and tangible areas such as infrastructure and support for sports and music.

*Sports keep young people occupied and gives them something to look forward to and the community like to go and watch. It's good all the community get involved. (Male, over 20 years)*

*We need music equipment. Playing music is a big thing for young people. Gives them something to do, they are interested in it and it makes them feel good about themselves. (Male, over 20 years)*

However, there were some issues raised more often by people. Health was identified as a significant issue. People talked about the need for sports or other activities to improve health.

*Programs for young people are good. I'm worried about youths getting in trouble. Young people going to school are smoking now. We want them to be healthy and live a good way, being active with sport and going bush and learning culture and keeping out of trouble. (Male, over 40 years)*

*Basically sports is major here and people, men and women, want to get involved and play sport. It's important for people's health. Health is a main one—it's part of our life. (Male and female, over 20 years)*

*Nutrition program for kids at school that the best one. And old people's program and dialysis patient help—they are all important. (Male, over 50 years)*

People referred to the need for dialysis and that this is an ongoing concern for many people.

*Money so that dialysis patients can visit family. They have to stay in Darwin or Katherine but sometimes they come just for funeral and sorry time. We need more funding for dialysis machines. It's really important for family members who have dialysis problems—they get lonely away from family, they worry too much. (Female, over 60 years)*

*Dialysis project is a main one, because dialysis patients come here from every community and need a chance to go on the machine and when they come back home during Milpirri. People come from Ringers Soak, Willowra and Nyirripi for ceremony, every place. It's important to have dialysis here because some people have to go to Darwin to live and they are lonely when they are away from family. (Group of females, over 60 and 70 years)*

*There's only 2 chairs here for dialysis. We want 4 chairs and to expand the building. There's a lot of dialysis patients going to Darwin and Katherine. Kalkarindji patients have to drive over*

*and back. We want a new hostel for them, a demountable for patients to stay overnight. (Two females, over 50 and over 60)*

Good quality and accessible water was raised by the people in this community as an issue.

*It's good clear water and we need it if we break down in summer. It could save lives. And we use it when we go hunting. (Male over 60 years)*

*Hand pump is really good for emergencies, so people can get water and they won't perish when it's hot in summer and if they break down. (Female, over 40 years)*

*And bore and hand pump project is important one, because water is the most precious thing in the world today. (Male, over 40 years)*

There was a strong emphasis in Lajamanu on using GMAAAC funds for support for culture.

*Country visits should be happening with ranger mob. We take children out so that they can learn about their grandfather's country. It's very important to keep on supporting this to happen. It should happen more. ...We are trying hard to get support for Milpirri. We older people are trying to bring Jardiwana and Ngajaklua ceremonies back. There are only a few people who can do this now and pass it on—we have to bring elders together from different communities to put it on before it's lost. (Male over 70 years)*

*And ceremony and culture is important to keep going. (Female, over 40 years)*

In particular, there was a large focus on the value of Milpirri and strong support for using funds to continue this activity.

*Milpirri keeps everyone united as one big family. The skin groups know where they stand. Makes community happy—everyone enjoys Milpirri. It's the best thing that ever happened. Its helping younger generation understand culture—who they belong to, which group and country and who they can marry. (Female, over 50 years)*

*We have that Milpirri celebration that everyone can learn from. It's very important thing in this community. We use money for payment of dancers, payment for workshop to explain what it means so that people understand to Yapa and kardiya. There are some Yapa that don't understand how we Warlpiri can present ourselves in present day celebrations. We are trying to bring out what Kurdiji ceremony is, its meaning and what it is trying to say to us. (Male over 50 years)*

*Milpirri is important—showing young children about our culture. We sometimes go on Ranger trips and learn about country. (Group of males, 18-22 years)*

In addition, people made reference to sorry business and why this was important and deserving of support.

*GMAAAC gives money for funerals..... It's important to put money toward food and blankets so that family can get together and do the proper things, show how sorry they are and say goodbye. Keeps Warlpiri people together. (Female community member, over 60 years old)*

*Well support for funerals and sorry is important. As a family if we lose loved ones family find it hard to save up money and because we are far away from Katherine it cost a lot of money to get the body back home. We rely on GMAAAC. Sorry is important. (Female, over 50 years)*

People also mentioned bush trips and opportunities to pass on knowledge to young people and how this needed to be maintained.

*Ceremony is really important for our people, so that young ones know who they are and carry on Warlpiri culture. We need money for ceremony to support us because we don't get it anywhere else. They took away the bilingual program and we don't want that to happen ever again—that's why it is important to support it, for children to learn Warlpiri. (Female community member over 40 years old)*

Finally, a number of people in the community mentioned Kurdiji and the need to support this local governance group.

*Kurdiji Committee needs to be supported. Robert was trying his best, but it's not happening and I see people fight amongst each other. We need well educated young people to bring in Yapa and kardiya ways, together. (Male, over 50 years)*

*We need funding to employ someone to work on Kurdiji- we had Robert but he left. We need a bigger Kurdiji building- that one's too small. We want Kurdiji to start again. We haven't had Kurdiji meetings for a long time- we want to start again. (Female, over 50 years)*

*Kurdiji governance project is very strong. It's important to teach young people to follow the Law. .... It's very important for GMAAAC to support us and so that the Kurdiji can go on. (Male, over 60 years)*

When asked about the future and what they wanted to see people gave particular emphasis to activities that will support young people. This included opportunities for employment and for increased education.

*We need more things happening for young mothers. Young mothers used to do training but it's not happening now. Nutrition program for young mothers and teenagers. Maybe through Batchelor College. Rec hall—we need a Rec Officer to do things for the girls' program, for young girls. And work experience to keep kids out of trouble. .... We've got to talk to kids and engage them. (Female community member, over 40 years old)*

*I have two kids.....I want to live with my little family in my own house. We want to grow up our own kids without them swearing.... I want to send my kids to College and after they graduate they can look for a job. (Female, over 20 years)*

*Long term we need something you can make money from as well. We need to start up projects and get return from it, so it becomes a two-way thing. (Male and female, over 20 years)*

*We like to see more employment for young people. We want to see things happening for young people. We want to support young people with education and training opportunities... sending them to college and to university. Supporting them in that area. Helping them to know that the community is supporting them, paying for their accommodation and the many things they need like books and clothes. We need to support the local school too. (Female, over 50 years)*

*GMAAAC could help with getting more jobs. (Group of males, 18-22 years)*

*They need to build a high school here so we can have kids do high school here. .... But mainly education is the thing to support for long term benefit. We should have night school after*

*hours for young people who have left school and got nothing to do. And we need to keep on supporting activities for kids so they don't get bored and in trouble. (Male, over 30 years)*

People were concerned with preserving culture through passing this on to young people. They were concerned with keeping people healthy, safe and out of danger. Sports were associated with increased healthy people.

*Everything I've been saying. We can have all these projects and things like sport but the missing piece for the future of our children and Warlpiri and this community is for people being proud of your Warlpiri identity and who you are. If you have this through strong support for ceremony and culture then all the work places and things will improve. We need to feed the body of the community. ...We have to look to the future and bring our shift with us, but also bring and renew our culture. If we can show public part of Kurdiji ceremony in Milpirri—that is important for the future, because you've got to become your home and be centred, knowing who you are—then you will be powerful. (Male, over 50 years)*

*Projects that involve young ones. If they keep coming to community meetings we can mentor them. And Warlpiri culture needs ongoing and more support. Most of our Northern IPA material that was published only uses Warlpiri. We need it in Warlpiri. We need to make young ones aware of their culture and where they belong. (Male over 50 years)*

*Health is important and education. Culture is very important for us, we need to keep Kurdiji going and ceremony. (Male, over 40 years)*

*I'm on the sports committee and I think sports is very important for the community and young people. It keeps people active and they enjoy it. (Male, over 40 years)*

Overall the responses seem to indicate that there is an emerging perspective that GMAAAC might be able to be used for larger projects in the future. Although this does vary across the community.

*What about university training and more courses that people can go to at Batchelor? We need a new shop, a bigger shop like at Yuendumu and Papunya and more fuel bowsers. Yuendumu have 4. We have a long wait sometimes to get petrol—so many cars, so many people crowded up. They should turn old clinic into a shop run by Yapa with kardiya, selling all sorts of different things. (Male community member, over 20 years).*

*We should make more visitor accommodation for kardiya and Yapa when they come for meeting—so kardiya and Yapa can get together. (Female, over 60 years)*

*There are some good projects they've chosen, but they do the same things over and over, short term things—not thinking differently. We need to be creative. We need to be strong in order to look after your family and work place. (Male, over 50 years)*

*All these projects are short term, they're not long term. (Male, over 50 years)*

*All the important things are education, culture, kids—that's my personal opinion. So things that support education and culture and activities for kids are all going to have long term benefit. (Male, over 60 years)*

Some people expressed the view the decision-making process does not encourage long-term and larger scale thinking at present. There were suggestions around how this might be further improved.

*But community needs more time to think about what they want. People need to talk to each other. (Female, over 60 years old)*

*Something is missing. We are using all this money but there's no business enterprises, like no bakery or butcher shop. Nothing has changed with these projects. .... This is the time that we can work on it. ...If we can come together and form a team with one voice then things might change. (Male over 50 years)*

*I just hope—if anyone wants to do things better for the future they need to think—and have time to think about the bigger picture. (Male, over 50 years)*

Almost everyone who was interviewed would like to hear about or see examples from elsewhere. There was a strong interest in looking at what others were doing and learning from them.

*Yes, a newsletter. Ideas for different projects than what we've had so far. (Female, 18 years)*

*We need a newsletter every 2 or 3 months- so other communities can know what's going on in the community- sharing ideas, and we can get ideas from them.*

*Newsletter with writing and pictures- like CLC newsletter. (Female, over 50 years)*

*Yes, ideas from other places—a newsletter? A GMAAAC newsletter. Sometimes we have video about what GMAAAC is doing—that's very good and good to have more. (Male over 50 years)*

*Yes. It would be good for committee members to do some sight-seeing, visit places around the Top end to see what is happening there. Open us up to new ideas—not just the same old things that we know. (Male, over 40 years)*

#### *Yuelamu*

In Yuelamu, 20 people were interviewed in the community, a smaller sample than in other communities, with many people reportedly absent at the time of the interviews. Notably several young people were invited to participate in interviews but most declined. Generally young people indicated they would prefer older people speak on their behalf.

Most people interviewed have information about GMAAAC and the projects it supports. Most see its value in providing tangible benefits for the community.

*I think it's going well. GMAAAC is going OK. (Female, over 30 years)*

*GMAAAC, they should keep doing what they are doing now. At the end of the day the support we get from GMAAAC is fantastic and it is not government funding. We couldn't do what we do without it. (Male, over 50 years)*

*GMAAAC is going alright. They are doing things the right way. We don't have argument, nothing. I'm happy with it. (Female, over 50 years)*

Compared to other communities, people in Yuelamu gave less priority to projects that supported cultural outcomes. However, many still placed an emphasis on support for sorry business.

*Funeral and sorry money is important for community, so people can get stuff to share if family come to say sorry and finish off when someone dies. Its Aboriginal Law. They need to share food—it shows respect for the family who lost that person. (Female, over 30 years)*

*Funeral and sorry is the main one.....It's for all the families and the community. It's the law. It helps people get together and share food and give blankets to finish up sorry business. It helps settle things. (Female, over 60 years)*



Figure 11: Yuelamu GMAAAC Community meeting resources



Figure 12: Yuelamu GMAAAC Committee members (l-r) Kathy Bagot, Daisy Frank, Raymond Daniels, David McCormack

*Funeral and sorry are important for people, for Yapa. It's the Law for Aboriginal people. (Male, over 50 years)*

In terms of priority projects there was an emphasis on sports to keep young people out of trouble and to broaden their engagement with other places.

*Sport is important for young fellas. I used to be involved in sport—not now. But sport gives young people something to look forward to and keeps them busy. (Male, over 40 years)*

*Like sports weekend—we'll see people coming from other places and people would like to have refreshments sold. Sports are important because sons, nephews and uncles play football—it's most important for them to be happy. (Female, over 20 years)*

*Sport is most important for community. It gives young people something to do that they love and look forward to. Stops them being bored. And the whole community go and watch. It brings community together. (Male, over 50 years)*

*Football money is very important for young people. Sport is important for them. They enjoy it and it's a good activity. They travel around to other places. (Male, over 50 years)*

Similarly, people also emphasized the importance of excursions for young people as a way of exposing them to new places and ideas.

*School trip is for kids to learn. They go on trip if they go to school. They like going on it and it is good for them to see other things and places. (Female, over 50 years)*

In addition, there was attention to supporting health more generally.

*It's important to have good machines and good comfortable beds for sick people here. Otherwise they have to go to other places and we worry for them. (Female, over 30 years)*

*Clinic is the best project because it helps people who are sick, and if you are sick you can't do much. (Male, over 20 years)*

In this community there was a focus on art both in order to occupy and engage the older ladies in the community. Also as something that supports culture. Finally, as an idea that could be supported in the future as a way of gaining employment and revenue.

*Ladies came along and did painting. It gave them something to do—instead of doing nothing. They enjoyed it. Now they go bush and collect sticks to make clapping sticks and bean tree to make coolamons that they paint. They sell them at Warlukurlangu Art Centre at Yuendumu. (Female, over 40 years)*

*Art centre is important because older ladies can show cultural stuff to younger people—pass it on to the younger generation. If tourist comes in to Yuelamu they could buy things at art centre. People could raise money to do things for themselves. (Female, over 20 years)*

People also gave attention to housing and this seems to be an issue for Yuelamu.

*Well look around you, these are old houses, broken and overcrowded. People need new houses here before anything else. Not like this. These are really bad and too many people in them. (Male, over 50 years)*

*For long term benefit, Yuelamu has rubbish houses. They need to build more houses and fix them up. That the most important thing to make a change to people's lives. (Male, over 60 years and female over 50 years)*

Most people either understand the way GMAAAC operates, or support what they do understand about its governance system. There were some few suggestions for improvement. Some people would like to see community members more involved in the process.

*I don't go to the committee meetings but I do go to community meetings. It's up to community to say what they want. This is a good way. (Female, over 30 years)*

*I don't really know, but instead of saying straightforward what they need they should brainstorm all the ideas in language—what they need- and when things are sorted they can have it translated into English. Interpreters are really important to have at meetings here. (Female, over 20 years)*

*I'm not really sure how they do it. I think they do it OK. (Female, over 30 years)*

*They talk about the projects on the committee and what is best for community. This is the best way – how they are doing things now. Community consulting with CLC—that's a start, and then CLC takes it further. (Male, over 50 years)*

A small number of people would like to see it more controlled by Traditional Owners.<sup>7</sup>

*They should ask traditional owners about this first before talking in committee meeting. (Male, over 70 years)*

In Yuelamu there were few big ideas for the future. Mainly people want more of the same. They focused on sport, art and housing as future projects. A small number also gave attention to water.

*Things to make this community a better place to live. Things for young people like sport, and housing. (Male, over 40 years)*

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<sup>7</sup> It should be noted that Traditional Owners are used to the standard land rights processes of funds application being determined by them, whereas the Affected Areas funds are designated under a different clause of the Aboriginal Land Rights Act and are to be managed and controlled by Aboriginal people in affected areas, regardless of whether or not they are Traditional Owners.

*Art Centre. They should make one like Warlukurlangu at Yuendumu. It would be a place for men and ladies to work on more paintings and larger canvases. It gives them something to do and they can make money from it. (Female, over 50 years)*

*Maybe plant more trees around the oval for shade. Maybe a ladies' bus for football. The ladies bus is in town—still sitting there. Maybe Art centre. I don't know what people are thinking. They need to talk about different things. (Female, over 40 years)*

*But one most important thing I always think about is the water. We have mixed up salty and spring water in the house. We need our own bore water. ...And we need to renovate these old houses. I'm thinking of the houses and water. (Female, over 30 years)*

*I want a sports gym with sports equipment. It would help with training for football. A lot of young fellas would use it. Women play softball and could use it too. And we want sports weekend here at Yuelamu. And we need a community bus for football. Male over 20 years)*

*Nothing much is happening for younger adults like my age [35] and younger. ...At Yuendumu and Nyirripi there are art centres they make everything and sell it we want something here where young people can sell things to community. (Female, over 30 years)*

*Housing is an important one. Sport and education are important. What we want is for CLC to keep this GMAAAC for community projects going. CLC mob work well with us. They are alright. (Male, over 50 years)*

Many people were interested in outside ideas but not everyone; and certainly not with the enthusiasm found in other communities.

*Yes, I'd like to hear what's happening in other places. Maybe someone from another community could come and tell us what they are doing. It's hard to think about different projects if you don't know what is there. (Female, over 40 years)*

*No, Yuelamu is a separate community. We only want to talk about things here. (Male, over 50 years)*

*Yes. That's a good idea. And we'd like CLC to keep talking with us and also a newsletter for GMAAAC. (Female, over 50 years)*

### *Willowra*

In Willowra 20 people were interviewed over 17 interviews, 13 women and 7 men. Four of these people served on GMAAAC committee in some way.

In this community, GMAAAC is widely known and understood. Most people are happy with the projects funded by the scheme and see them as positive benefit for the community.

*It's been good. We all get involved. But if they get more money they should start thinking about supporting cultural projects not just things. They should talk with older people too before making decisions. (Female, over 50 years)*

*Committee decides and then they talk about at community meeting. It's going alright. A few years back there were problems but now everything is running smoothly and it's settling back down here at Willowra. (Female, over 50 years)*

Governance of GMAAAC is well understood and the approach accepted. There was good support for the CLC role.

*I think the way it is going is alright, the way the money is distributed to each project is good. They sort it out alright. (Female, over 50 years)*

However, some of the respondents were unhappy with the current committee. People identified various problems, in particular that people were not available for committee meetings or not of good enough character, and/or that people on the committee were not representative being either too young or not well enough experienced to think about the future.

*There's too many young people on the committee. They don't know about the important things for the community and the things the community is worry about—things that GMAAAC money can go toward. (Female, over 30 years)*

*In the last few years everything has broken down with GMAAAC. People on the committee are too young and aren't smart enough to talk to kardiya about what community really need. They are just giving Yapa GMAAAC money to the Shire and the school for projects that white people on community development come up with. (Male, over 70 years)*

*Committee doesn't worry about older members of the community. They are only worried about sports and young people. (Two females, over 60 and over 70 years)*

*We want people here, face to face. The committee should have two or three older people on it and some younger ones with new ideas. (Female, over 40 years)*

These comments are not all factually correct. (For example 2015 monitoring reports indicate that there has been one project for the shire and none for the school). They suggest a particular concern with the participation of young people may be peculiar to Willowra.<sup>8</sup>

In terms of priority projects, there was a focus on tangible project outcomes, such as sports, taps and bores. And people wanted to see the church supported.

*Sports projects keep young people busy. (Female, over 60 years)*

*The football is the main one; improving skills for young people to play sport in other communities and competition, and support to keep people playing sport here. And they need to give money for school holiday program—not a lot happening for kids then. (Female, over 50 years)*

*Well, of these things water tank for outstations... Because people's car break down and if they break down out bush they can easy get water and not perish. Also, people want water at outstations so they can visit for two or three nights or longer. (Female, over 40 years)*

But people also referred often to culture and the need for this to be supported in one form or another.

*Not much country visits are happening with the school or WYDAC. If older people can take young ones out bush and learn them their culture and take them to country. But they need support to do this. The mapping project that's happening is really important for the*

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<sup>8</sup> CDU staff report that typically other communities such as Yuendumu and Lajamanu are supportive of including more young people and see some value of their participation in building future leaders. People in Willowra by contrast, tend to limit young people on committees, worried that they do not have enough experience to participate.

*community, and mapping the dreaming tracks. They should support yawalyu projects like at Yuendumu. (Female, over 30 years)*

*Culture comes first before everything, so we need more country visits. We need more support for culture and passing on Dreamings and songs. Sometimes people miss out on culture business. (Male, over 30 years)*

*Women got to have a yawalyu place, a museum, to keep their ceremony things. .... If they had a keeping place like a women's museum families might want to come from other places and do ceremony.... We also need support for people to pass on ceremonies to younger generation and record songs before it's too late, like Ngajakula. (Male, over 70 years)*

*Culture and ceremony are main ones. We only got two elders here. We need to support them to teach younger generations. People are worried about them passing away. They want help to pass on the knowledge. (Female, over 40 years)*



Figure 13: The Willowra Lander River Band practicing with their music and recording equipment

In particular people were supportive of money for sorry business.

*Because all families have people pass away and have to do sorry and have funerals and it cost a lot. (Male, over 30 years)*

There was also reference to money being available for vehicles, something not seen as strongly in the other communities interviewed for this inquiry.

*We are trying to get troopie for people who need to go to hospital appointments. It's really hard for people to find a lift to Alice Springs for appointments. They need transport from the clinic. (Male, over 30 years)*

*Some people want a community bus for the old ladies like L and L. It would be used for sorry and ceremony. (Two females, over 60 and over 70 years)*

Looking to the future, people were interested in projects which continued the tangible benefits. They were also interested in support for young people.

*Roads and outstations are the most important for the future. To use outstations, you need good roads. Outstations are good to take kids hunting and camping out with elders and to show them places and country, teach them about Jukurrpa. (Female, over 60 years)*

*We need new bitumen. We want to keep on getting new things, maybe new playground for kids, a park so when people come from sports weekend they can stay and camp in the park; maybe two parks. They should upgrade the basketball courts and put a new shed like at Lajamanu. And Yuendumu. And we need some laundries in the community... Most important things is a sports weekend. (Female, over 30 years)*

*We still want sorry and ceremony and funeral fund to continue; that's been used right way all along. And sports is going well and we want to support it. And we need a small house for Sunday school for children where kids can do drawing. We need a stage at Church for sing along and Easter services... We worry about kids. They need more activities in school holidays. And we want to see kids learn more culture. (Female, over 50 years)*

*They should do a project with older women teaching younger ones yawalyu [women's ceremonies]. We need to do it and camp out more. We need more country visits, helping WYDAC and Rangers and CLC doing trips together. (Female, over 50 years)*

*We are into ceremony and culture. We'd like more support for these kind of activities. (Two males, 18 and 19 years)*

There was some interest in big ideas which might benefit the whole community, but this was general and not clearly shaped.

*We want the cattle company to start again so we can make money and jobs for young fellas. (Male, over 40 years)*

*The community needs to have time to really talk about things and what they really want and need. They need to have the opportunity to have a strong talk about what they need to keep building the community and moving the right way. (Female, over 40 years)*

Most respondents wanted more information from elsewhere, especially though a newsletter or other ways to share new ideas.

*Yes. We sometimes hear about other communities what they have—a lot of good thing happening and sometimes we see it in the CLC paper [CDU newsletter]. Maybe they could have a special newsletter for Willowra—what they've decided on (Female, over 30 years)*

*Yes, we'd like to get information about all the Warlpiri communities. A newsletter with information and ideas about what's happening for Willowra community. (Female, over 50 years)*

*Yes, we need new and more ideas because we don't have many ideas; we just do the same thing over and over. (Female, over 50 years)*

### **Summary**

Drawing the information together, it appears that GMAAAC is well understood by most people across the four communities. In contrast to monitoring in previous years, the governance process is generally accepted and people are more concerned to improve rather than undermine it. Apart from Willowra, there is support to see more engagement of young people, developing their skills to take up the governance work in the long term. It was reported that people are sharing information with others, including family members, which indicates more general acceptance and engagement with the processes. While there remains a small number of people who feel that it does not serve their interests, most people appear to be happy with the decision-making processes and with the role that CLC plays in these processes.

This provides a good basis for moving forward with this project. While there are challenges related to the likely increased resources available through this project, in general people in the four communities are better able to and interested in managing the process.

The project priorities that people identify are usually determined by their immediate experience. That is, what they see around them and what they are currently experiencing. So for example, older people are more often concerned with sorry business and with services for health. Younger people more often identify the need for more sport and other activities in their community.

However, across the four communities there is a shared focus on the need to support culture, both for women and men, and see this more respected and more widely shared, particularly with younger people in the community. There is also a strong emphasis across all four communities on activities and opportunities for young people. This tends to focus around sport, education and culture but young people and their future, are clearly a concern for all of these communities. Finally, the health of people across all ages and locations was an important issues identified by people.

Ideas about the future vary from more of the same to some few big ideas. The larger communities are more likely to think beyond the present arrangements. But in all locations people tend to look at what they already have and imagine more of this. In part this has been due to funding limitations; GMAAAC income was steadily reducing until 2015, to the point where smaller communities had very little in 2014. As the funding increases there is both opportunity and need to support communities to shift their focus to larger issues and consider how they might direct resources to more long term and sustained changes. In part this might be best achieved by building from the current projects and connecting them to the existing common concerns (such as culture, young people and health). This might require some time to help people make connections between what they have achieved and the ways in which these achievements build on each other.

People are not completely locked into the current ideas and experiences. It was clear that people want or need additional processes in order to have the time and information to consider more long-term development planning. People suggested that this might include slower, more inclusive consultation and planning processes. Alongside this there was strong enthusiasm across all of the four communities, for more information both by sharing between GMAAAC communities and gaining ideas from elsewhere. The value of information through newsletters was a common theme. This last area was probably the strongest common finding across all locations.

Given that both communities and the CDU staff consider that there should be more time to allow communities to plan and make decisions (especially in light of the increased funds now flowing to communities) this suggests that some careful thought needs to be given to the future development approach under GMAAAC. This might include, for example, longer time for planning with a broader range of ideas invited and considered. It might also include increased information to communities well in advance of community meetings. There is clearly an interest in increased opportunity for people to meet with and talk to people in other locations. There might also be interest in visiting specific projects and hearing about the benefits and challenges of these other long term programs. Finally, as above, this might be also related to helping people connect their current ideas to some of the larger concerns and interests they already identify in their communities.

## Northern Territory Parks Rent Money project (NT Parks)

The purpose of this project is to implement the CLC council resolution that all rent and income generated from 16 national parks, conservation areas, historic reserves and nature parks across the CLC region be paid only for the benefit of traditional Aboriginal owners of the land, via community benefit projects. The project aims to achieve this by establishing a community development planning process with each of the groups, in order to achieve broad ranging social, cultural and economic benefit. The project commenced in 2010 following several 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, over two days at their November 2010 Council meeting, passed a resolution to direct all rent to community benefit.

The first round of decision-making was completed in all 16 parks in 2013. 2014 saw consultation with all traditional owners and 24 contracts executed. At that time progress was slow (with only four projects completed by the end of 2014) but in most locations there seemed to be a high degree of satisfaction with the governance process and the anticipated community benefit.

Supported by the move to a regional approach by CDU staff, 2015 saw considerable ongoing community consultation with 43 meetings conducted over 18 locations. Thirty-six new contracts were executed over the year, with 40 projects funded and 29 projects completed.

In the first six months of 2016, this pattern continued with 29 meetings conducted across 12 locations. During this time 10 new contracts were executed, 15 projects funded and 12 projects completed.

The range of projects for the two years indicate strong focus on tangible benefits for communities. The largest proportion of projects focused on infrastructure for homelands. Other project priorities were for funeral support, education and business development.

While projects under the NTP are generally completed on time, reporting in 2015 was less likely to be either on time or completed at all. This seemed to improve in the first six months of 2016 which saw some considerable increased timely completion and reporting.

<b>Projects funded in 2015</b>				
<b>Park</b>	<b>Project</b>	<b>Organisation</b>	<b>Status</b>	<b>Objective</b>
Arltunga Historical Reserve	Pantharrpilenhe (Panel Well) solar	Ogden Power	In progress	Homelands
Arltunga Historical Reserve	Pantharrpilenhe (Panel Well) fencing	Tangentyere Constructions	Approved	Other
Arltunga Historical Reserve	The Gardens outstation	Tangentyere Constructions	Approved	Homelands
Arltunga Historical Reserve	Funeral support	AAMC	In progress	Funeral Support
Davenport Range National Park	Hatches Creek Water	Tangentyere Constructions	In progress	Water Services

Davenport Range National Park	Antarrengeny Church	Tangentyere Constructions	Approved	Church upgrades & cemetery
East Macs - Oliver family	Williams Well house fencing	Centre for Appropriate Technology	Completed on time, reported late	Homelands
East Macs - Ryder family	Alyarpere (Shannon Bore) outstation	Murray River North	Completed late, reported on time	Other
East Macs - Ryder family	Alyarpere (Shannon Bore) outstation fencing	Tangentyere Constructions	Completed on time, reported on time	Homelands
East Macs - Ryder family	Williams Well house repairs	Tangentyere Constructions	In progress	Homelands
Ewaninga Rock Carvings Conservation Reserve	Urremerne ablution block power	Steve's Electrix and Communications	Approved	Homelands
Ewaninga Rock Carvings Conservation Reserve	Urremerne Shelter #4	Tangentyere Constructions	Approved	Homelands
Ewaninga Rock Carvings Conservation Reserve	Urremerne diesel generators	Tangentyere Constructions	Completed on time, reported on time	Homelands
Ewaninga Rock Carvings Conservation Reserve	Urremerne bore power bill	Power and Water	Completed on time, no report received	Homelands
Ewaninga Rock Carvings Conservation Reserve	Urremerne bore repairs	Electricon	Completed on time, reported on time	Homelands
Finke Gorge National Park	Wallace Rockhole Irrigation	Wallace Rockhole tourist Park	In progress	Water Services
Finke Gorge National Park	West Waterhouse Outstation upgrades	Tangentyere Constructions	In progress	Homelands
Judbarra National Park	Yarralin graveyard restoration	IS Australia	Approved	Church upgrades & cemetery
Karlu National Park	Karlu outstations upgrades	Tangentyere Constructions	In progress	Homelands
Kuyunba Conservation Reserve	Whitegate solar system	Steve Electrix and Communications	Completed on time, reported on time	Homelands

Kuyunba Conservation Reserve	Undoolya Bore outstation fencing and fire mitigation	CLC Ltyentye Apurte Rangers	Completed on time, no report received	Homelands
Native Gap Conservation Reserve	Burt Creek sport infrastructure	Ingkerreke Outstation Resource Services	Approved	Sports grounds, sport and recreation
Native Gap Conservation Reserve	Native Gap ceremony support	Ingkerreke Outstation Resource Services	In progress	Language and Culture
Native Gap Conservation Reserve	Native Gap Funeral fund top up	AAMC	In progress	Funeral Support
Watarrka National Park	Gate construction at meeting place	Centre for Appropriate Technology	Completed on time, reported on time	Other building construction/repairs
Watarrka National Park	Kulpitharra education project	Ngurratjuta Aboriginal Corporation	In progress	Education
Watarrka National Park	Ukaka education project	Ngurratjuta Aboriginal Corporation	In progress	Education
Watarrka National Park	Watarrka Culture Centre EOI Stage 2 Business Plan	Mark Lewis Consultancy Services	Completed on time, reported on time	Business/employment support
Tjoritja West National Park	Tyurretye West Funeral support	CLC	In progress	Funeral Support
Tjoritja West National Park	Tyurretye West Ceremony support	Ngurratjuta/Pmarra Ntjarra Aboriginal Corporation	In progress	Language and Culture
Tjoritja West National Park	Tyurretye West Education support	Ngurratjuta/Pmarra Ntjarra Aboriginal Corporation	In progress	Education
Tjoritja Central National Park	Outstation project - Mulbera	Tangentyere Constructions	Approved	Homelands
Tjoritja Central National Park	Ntaria Mustering panels	Ntaria School Council Inc	In progress	Education
Tjoritja Central National Park	Outstation water access - 8 Mile Gap	Tangentyere Constructions	In progress	Water Services
Tjoritja Central National Park	West MacDonnell R&M outstations	Tangentyere Constructions	In progress	Homelands

Tjoritja Central National Park	Kaporilya Outstation	Tangentyere Constructions	In progress	Homelands
Yeperenye / Emily & Jessie Gaps Nature Park	Yeperenye Funeral fund top up	AAMC	In progress	Funeral Support
Yeperenye / Emily & Jessie Gaps Nature Park	Imwernkwernhe sport travel	Imwernkwernhe Community Limited	In progress	Sports grounds, sport and recreation
Yeperenye / Emily & Jessie Gaps Nature Park	Emily Gap app development	Spinifex Valley	In progress	Business/ employment support

**Projects funded in previous years and completed in 2015**

<b>Park</b>	<b>Project</b>	<b>Organisation</b>	<b>Completion data Jan-Dec 2015</b>
Chambers Pillar	Walkabout bore Shelter	Centre for Appropriate Technology	Completed on time, reported on time
Davenport Range National Park	Nguyarrmini Shed and Shelter	Tangentyere Constructions	Completed late, report late
Davenport Range National Park	Nguyarrmini Boundary Fence	Tennant Creek Rangers	Completed late, report late
East Macs - Oliver family	Williams Well ablution block and housing repairs	Centre For Appropriate Technology	Completed late, report late
Ewaninga Rock Carvings	Shelter #3 and ablution block	Tangentyere Constructions	Completed late, report on time
Finke Gorge National Park	West Waterhouse fencing	Tangentyere Constructions	Completed on time, reported on time
Finke Gorge National Park	Finke Mobile Hotspot	Centre For Appropriate Technology	Completed on time, reported on time
Native Gap Conservation Reserve	Burt Creek laundry block	Ingkerreke Commercial	Completed late, report late
Native Gap Conservation Reserve	Black Tank Bush Graves	Ingkerreke Outstation Resource Services	Completed late, report late
Watarrka National Park	Ulpanyali hot water system	Tangentyere Constructions	Completed on time, reported on time
Watarrka National Park	Ulpanyali fencing	Tangentyere Constructions	Completed on time, reported on time
Watarrka National Park	Porters Cattle bore	Territory Rural	Completed on time, reported on time

Watarrka National Park	Power supply at Sandy Bore and Illtjiltjari outstations	Ogden Power	Completed on time, reported on time
Tjoritja West National Park	Mbalkanaka Outstation	Tangentyere Constructions	Completed on time, reported on time
Tjoritja West National Park	West MacDonnell Ceremony support	Ngurratjuta/Pmarra Ntjarra Aboriginal Corporation	Completed on time, reported on time
Tjoritja Central National Park	Roulpmalpma 2 Outstation	Tangentyere Constructions	Completed on time, reported on time
Yeperenye / Emily & Jessie Gaps Nature Park	Yeperenye Band equipment	Imwernkwernhe Community Limited	Completed on time, no report

### **Projects funded in 2016**

<b>Park</b>	<b>Project</b>	<b>Organisation</b>	<b>Status</b>	<b>Objective</b>
East MacDonnell National Park	Alyarpere (Shannon Bore) Infrastructure	Tangentyere Constructions	Approved	Homelands
East MacDonnell National Park	Oliver Family Funeral Support	AAMC	In progress	Funeral Support
East MacDonnell National Park	Uluverte Solar Repairs and Maintenance	EcoEnergy	Approved	Homelands
East MacDonnell National Park	Williams Family Funeral Support	AAMC	In progress	Funeral Support
East MacDonnell National Park	Williams Well Fencing	Tangentyere Constructions	Approved	Homelands
East MacDonnell National Park	Williams Well Mobile Hotspot Testing	Centre for Appropriate Technology	In progress	Information Technology
East MacDonnell National Park	Williams Well Power Supply	Ingkerreke Outstation Resource Centre Aboriginal Corporation	Approved	Homelands
Ewaninga Rock Carvings Conservation Reserve	Urremerne Shelter #5	Tangentyere Constructions	Approved	Homelands
Finke Gorge National Park	Palm Valley Old Ranger Station Upgrades	Tangentyere Constructions	Approved	Business/employment support
Kuyunba Conservation Reserve	Undoolya Bore Shed relocation	Tangentyere Constructions	In progress	Homelands

Kuyunba Conservation Reserve	Undoolya Bore Shed power and water	Ingkerreke Outstation Resource Centre Aboriginal Corporation	Approved	Homelands
Kuyunba Conservation Reserve	Undoolya Bore contingency	Suitably qualified organisation	Approved	Homelands
Watarrka National Park	Yaringka Water	Tangentyere Constructions	Approved	Water Services
Tjoritja West National Park	Mt Zeil Funeral Support	AAMC	In progress	Funeral Support
Tjoritja West National Park	Tjoritja Inkamala Funeral Support	AAMC	In progress	Funeral Support

***Projects funded in previous years and completed in 2016***

<b>Park</b>	<b>Project</b>	<b>Organisation</b>	<b>Completion data</b>
Arltunga Historical Reserve	Pantharrpilenhe Fencing	Tangentyere Constructions	Completed late, reported late
Arltunga Historical Reserve	Pantharrpilenhe Solar System	Ogden Power	Completed on time, reported on time
Davenport Range National Park	Hatches Creek Water	Tangentyere Constructions	Completed on time, reported on time
Ewaninga Rock Carvings Historical Reserve	Urremerne Ablution Block	Power Water/Steve's Electrix	Completed on time, reported on time
Kuyunba Conservation Reserve	Undoolya Bore Fencing and Fire Management	CLC Ltyentye Apurte Rangers	Completed late, reported late
Native Gap Conservation Reserve	Burt Creek Recreation	Ingkerreke Outstation Resource Centre	Completed on time, reported on time
Watarrka National Park	Watarrka Meeting place	Centre for Appropriate Technology	Completed late, reported on time
Watarrka National Park	Ulpanyali Fencing	Tangentyere Constructions	Completed on time, reported on time
Watarrka National Park	Ulpanyali Solar Hot Water System	Tangentyere Constructions	Completed on time, reported on time
Watarrka National Park	Wanmarra Tourist Road Entry	Tangentyere Constructions	Completed on time, reported on time
Tjoritja Central National Park	Kaporilya Outstation	Tangentyere Constructions	Completed on time, reported on time
Yeperenye Nature Park	Emily Gap Picnic Table installation	Tangentyere Constructions	Completed late, reported on time



*Figure 14: Traditional owner, Theo Alice enjoying the new house at Urremerne outstation*

Overall 2014 saw shifts in governance and decision making and positive progress in project implementation. It was expected that increased outcomes in both process and community benefit would be evident in 2015.

In 2015/16, the project reporting and CDU staff reporting, indicate that the strong focus on homelands and infrastructure has continued across many locations. Many groups are displaying a long-term commitment to supporting their homelands and engaging in long-term and strategic planning, include ways to make living economically viable. For example, there has been emerging interest and investment in tourism enterprise and investment in both infrastructure and business planning. There is also support for enterprise development in places like Yeperenye where the traditional owners have a long term plan to improve tourism infrastructure and run cultural tours. These homelands infrastructure projects all include local employment which is part of this economic viability.

- In 2015, 16 of the 28 infrastructure projects had local traditional owner employment.
- In 2016, five of the 11 infrastructure projects had local traditional owner employment.

This is a significant outcome for these locations.

Staff reflection following several meetings with local groups suggests that the choice of homelands also reflects management of where the money comes from, i.e. that people do not all come from one community, and therefore this is not seen as linked to a residential community but linked to country and being on country. Further, people at the meetings comment that community housing is inadequate and expensive for the quality available, it is therefore more desirable to be on homelands.

CDU staff reporting indicates that there has been continued work on improving governance and decision making across many of the traditional owner groups. For example, there were two governance reviews conducted with full traditional owner groups in 2016, to refine strategic priorities and working group membership.

The regional approach undertaken by CDU has assisted with building relationships and understanding governance dynamics as well as spending more time out of meetings with groups. CDU staff have also been able to bring a variety of processes and ideas from broader experience to help the governance process development. In particular, staff have been able to ensure people receive accessible and clear information about their community and that cultural authority is supported. In turn, this has helped to ensure that people are confident about the governance processes in their communities related to this project.

It is reported that various Parks, where funding is low, have chosen to save their money over several years to enable them to undertake larger and more significant projects.

While this evidence points to some significant changes, given the large amount of work that has been undertaken, there might be some merit in future monitoring to revisit many of these locations in order to gain a more comprehensive picture of the benefits for people.



*Figure 15: Ltyentye Apurte Ranger Gibson John working on fire management at Mt Undoolya outstation*

## Community Lease Money Project

In 2007, as part of the Northern Territory Emergency Response (widely known as ‘The Intervention’), the Commonwealth Government compulsorily acquired five-year leases over 20 ALRA and 10 Community Living Area (CLA) Aboriginal communities. In 2008, the government promised it would pay fair rent for these communities, and in 2011-12 approximately \$1 million was distributed to traditional owners of the 20 ALRA communities. Following protracted negotiations with the Commonwealth, the Council and all affected Aboriginal land trusts in the CLC region accepted the Commonwealth’s final multi-million dollar five-year lease money offer in late 2012. Under this agreement, the CLC has received one-off amounts of between \$202,000 and \$2.25 million per ALRA community to distribute “to or for the benefit of” traditional owners.

Since late 2011, CLC staff have been meeting with traditional owners and community residents to talk about how the rent money could be split between individual distribution, community benefit and investment. In November 2012, the full Council passed a resolution that ensured that at least half of the final valuation of the lease amount for all of the 20 communities would be applied for the benefit of the traditional Aboriginal owners of the land for community purpose projects. Council also resolved that those communities that stood to receive over \$1 million could allocate no more than \$500,000 for individual distributions. Council passed this resolution, which was developed over several months with input from Executive members and supported by the Executive at their meeting preceding the November Council meeting. The intention was to promote the use of the money for community benefit and reduce disagreement and harm within groups. The Council resolution was passed unanimously, suggesting strong support from the delegates for the community development approach and the recognised benefits for their communities.

In addition, the 10 communities on Community Living Area (CLA) title decided to work with the CLC to use their five year and other lease income exclusively for community benefit.

In 2013, CDU increased the number of staff working on this project through a regionalisation process to support enhanced engagement with communities around both their decision-making process and their allocation of funds. Data available for 2013 showed that there has been considerable engagement and meetings across communities. This pattern continued in 2014 with 89 projects funded in that year.

In 2015, the high work level continued. There were 82 meetings conducted, 66 new contracts executed with 74 projects funded. 24 projects were completed and reported that year. Significantly in 2015 the CLC Legal Unit conducted traditional owner meetings on new section 19 lease income. With some groups opting to allocate some of their own money to community benefit projects.

In the first six months of 2016, there were 60 meetings undertaken. 22 new contracts were executed and 33 projects funded. 11 projects were completed and reported in the six months.

<b>Projects funded in 2015</b>				
<b>Community</b>	<b>Project</b>	<b>Organisation</b>	<b>Status</b>	<b>Objective</b>
Alekarenge	Dance Festival 2015	Arlpwe Artists Aboriginal Corporation	Completed on time, reported on time	Language and culture
Alekarenge	Basketball Court Upgrade	Tangentyere Constructions	Approved	Sports grounds, sport and recreation
Alekarenge	Funeral Fund top up	AAMC	In progress	Funeral Support

Alpurrurulam	Alpurrurulam Church and Community Hall - variation	Red Centre Homes	In progress	Church upgrades and cemetery
Alpurrurulam	Alpurrurulam Church and Community Hall Opening	Warte Alparayetye AC Store	Approved	Church upgrades and cemetery
Alpurrurulam	Alpurrurulam Church and Community Hall Water Billing	Warte Alparayetye AC Store	Approved	Church upgrades and cemetery
Alpurrurulam	Alpurrurulam Church and Community Hall R & M	Barkly Regional Council	Approved	Church upgrades and cemetery
Ampilatwatja	Funeral Fund	AAMC	In progress	Funeral Support
Ampilatwatja	Church Project	Tangentyere Constructions	Approved	Church upgrades and cemetery
Areyonga	Funeral Fund	AAMC	In progress	Funeral Support
Areyonga	Store solar power	Areyonga store Ab Corp	Completed on time, reported on time	Other building construction/repairs
Areyonga	Women's community bus and Community trailer	Areyonga store Ab Corp	In Progress	Community transport - women's
Atitjere	Church extensions	Tangentyere Constructions	Approved	Church upgrades and cemetery
Atitjere	Church pews	My Pathway	Approved	Church upgrades and cemetery
Daguragu	Freedom Day Festival	IS Australia	Completed	Language and Culture
Daguragu	Oval	Tangentyere Constructions	Approved	Sports grounds, sport and recreation
Daguragu	Sports Uniforms	Karungkarni Art Centre	In progress	Sports grounds, sport and recreation
Docker River	Music studio infrastructure	Tangentyere Constructions	Approved	Music
Docker River	Music studio equipment	Anangu Jobs	Approved	Music
Docker River	Basketball court lights	ClarkLEC	Completed on time, reported on time	Sports grounds, sport and recreation
Docker River	Dialysis purple truck	WDNWPT	Approved	Health
Docker River	Arts Centre Materials (seed funding)	DesArt	Approved	Business/ employment support

Haasts Bluff	Community vehicles maintenance	Kanparrka Store Aboriginal Corporation	In progress	Community Transport - Culture
Haasts Bluff	Church music equipment	Kanparrka Store Aboriginal Corporation	In progress	Music
Imangara	Workshop Project	Tangentyere Project	Completed on time, no report	Other building construction/repairs
Imanpa	Community Bus	Imanpa Development Association Inc.	In progress	Community Transport - General Purpose
Imanpa	Imanpa Ceremony	Ngurratjuta Aboriginal Corporation	In progress	Language and Culture
Imanpa	Imanpa Culture	Ngurratjuta Aboriginal Corporation	In progress	Language and Culture
Kalkarindji	Dialysis patient transport	WDNWPT	Approved	Health
Kalkarindji	Design and engineer basketball court project	Steve Adler Building Design	In progress	Sports grounds, sport and recreation
Kintore	Kintore Ceremony Support	Pulikutjarra Aboriginal Corporation	In progress	Culture
Kintore	Community Christmas Celebration	Pulikutjarra Aboriginal Corporation	In progress	Health
Kintore	Funeral fund	CLC	In progress	Funeral support
Kintore	School nutrition program oven	Pintupi homelands Health Service	In progress	Health
Kintore	Bike race	Pulikutjarra Aboriginal Corporation	Completed on time, reported on time	Health
Kintore	Walungurru school excursion	Tanami group Schools	Completed on time, reported on time	Education
Lajamanu	Band equipment	Northern Warlpiri Sporting AC	Approved	Music
Lajamanu	Trailer	Northern Warlpiri Sporting AC	Approved	Community Transport - Sport
Lajamanu	School nutrition	Lajamanu School	Approved	Health
Lajamanu	School Trade Centre	Lajamanu School	Approved	Education
Lajamanu	Old women's vehicle	Warnayaka Art and Culture AC	In progress	Community Transport - Culture

Laramba	Community Store Shed	Laramba Community Inc., Laramba Community Store AC & Morton Bros	In progress	Other building construction/repairs
Mt Liebig	Football Uniforms	Animparrinpi Yututju Aboriginal Women's Corporation	Completed on time, reported on time	Health
Mt Liebig	Church upgrades	Centre for Appropriate Technology	Approved	Church Upgrades
Mt Liebig	Sports weekend 2	Outback Stores for Mt Liebig Community Store	In progress	Health
Ntaria	Ntaria Events 2015-2016	Tjuwanpa ORC	In progress	Sports grounds, sport and recreation
Ntaria	Ntaria Sports and Events Transport	Tjuwanpa ORC	In progress	Community Transport - Sport
Ntaria	Stronger Children for Communities	Tjuwanpa ORC	Approved	Health
Ntaria	Band equipment	Western Aranda Health AC and Rock City Music	In progress	Music
Ntaria	Football club rooms, infrastructure, laundry	Tangentyere Constructions	Approved	Sports grounds, sport & rec
Ntaria	Cemetery headstones	Tjuwanpa ORC	Approved	Church upgrades & cemetery
Ntaria	Football club rooms maintenance and insurance	Tjuwanpa ORC	Approved	Sports grounds, sport & rec
Ntaria	Korparilya fencing wages	Ngurratjuta	In progress	Business/employment support
Nyirripi	Search and Rescue vehicle	Nyirripi Sport Club AC	Approved	Community Transport - General Purpose
Papunya	Knowing and Maintaining Culture vehicle	Papunya Community Store Aboriginal Corporation	In progress	Language and culture
Papunya	Church vehicle	Papunya Community Store Aboriginal Corporation	In progress	Community transport - general purpose

Papunya	Sporting weekend trophies	Papunya Community Store Aboriginal Corporation	Completed on time, no report	Health
Papunya	Wilurrara Tjutaku Football League	CAYLUS	Approved	Sports grounds, sport and recreation
Papunya	School excursion	Tanami group Schools	Approved	Education
Pmara Jutunta	Basketball Court Upgrade	Central Desert Regional Council	In progress	Sports grounds, sport and recreation
Santa Teresa	Philipson's Bore campground	Tangentyere Constructions	Approved	Other building construction/repairs
Santa Teresa	Philipson's Bore campground seating	CLC Ltyentye Apurte Rangers	Approved	Other building construction/repairs
Santa Teresa	Santa Teresa Funeral support	AAMC	Approved	Funeral Support
Tara	Church Opening	CLC	Completed on time, reported on time	Church upgrades and cemetery
Willowra	Men's Sport Vehicle	Willowra Sport Club	Completed on time, report not applicable	Community Transport - Sport
Willowra	Repair Willowra football oval	Wallcon	In progress	Sports grounds, sport and recreation
Willowra	Community Park playground equipment	Central Desert Regional Council	In progress	Sports grounds, sport and recreation
Willowra	Grading Jarra Road	Central Desert Regional Council	Completed on time, reported on time	Homelands
Willowra	Aged Care mini bus and shelter	Central Desert Regional Council	In progress	Community Transport - Health
Willowra	Lander River Band and youth music equipment	WYDAC	In progress	Music
Willowra	Baptist Church music equipment	BUNT	In progress	Music
Wilora	Landscaping project stage 1	Arid Edge Environmental Services	In progress	Other building construction/repairs
Yuendumu	Yuendumu Mediation Vehicle	Central Desert Regional Council	In progress	Community Transport - Health

<b>Projects funded in previous years and completed in 2015</b>			
<b>Community</b>	<b>Project</b>	<b>Organisation</b>	<b>Completion data</b>
Alekerange	Sports ground upgrade	Tangentyere Constructions	Completed late, reported late
Areyonga	Church repair/upgrade	Centre for Appropriate Technology	Completed late, reported late
Engawala	Sports ground upgrade	My Pathway, RJCP provider	Completed on time, reported late
Kalkarindji	Kalkarindji Young Mothers Bush Trip Project	Kalkarindji School	Completed on time, reported late
Kalkarindji	Gurindji Corporation manager wages	Gurindji AC	Completed on time, reported late
Lajamanu	Lajamanu Ranger Swags Project	CLC	Completed on time, reported late
Lajamanu	Lajamanu Old Women's Vehicle	Warnayaka Art AC	Completed on time, reported late
Lajamanu	Football bus	Northern Warlpiri Sporting AC	Completed on time, report not applicable
Laramba	Music Room Project	Tangentyere Constructions	Completed late, reported late
Laramba	Church Project	Tangentyere Constructions	Completed late, reported late
Ntaria	Anildika Culture gear	Anildika AC	Completed on time, report not applicable
Ntaria	School excursion	Ntaria School Council Inc.	Completed on time, reported late
Ntaria	Church Hall Survey	Local congregation	Completed on time, reported on time
Nyirrpi	Music studio equipment	WYDAC	Completed on time, reported late
Nyirrpi	Shipping crate for Youth Program	WYDAC	Completed on time, reported late
Nyirrpi	Repairs to Recreation Hall fence	WYDAC	Completed on time, reported late
Papunya	Papunya mini mart	PCSAC	Completed on time, reported late
Papunya	Sporting facilities upgrade - Stage 2	Dibing Consultancy	Not completed, not reported
Papunya	Community Christmas Celebration	PCSAC	Completed on time, reported late
Yuelamu	Op Shop power and water bill	Power and Water	Completed on time, report not applicable
Yuendumu	Church Vehicle R&M	WYDAC/Mt Theo	Completed on time, reported late

Yuendumu	Swimming Pool Operations	WYDAC	Completed late, reported late
Yuendumu	Sports Weekend	Yuendumu Magpies Football Aboriginal Corporation	Completed on time, reported late
Yuendumu	Outstation Resource Centre Stage 2	Ian Munro	Completed late, reported late
Yuendumu	Mining Company Finances Consult.	Clifton Hall	Completed on time, reported late



Figure 16: Performers at the Alekarengge Dance Festival



Figure 17: Graham Beasley, Alekarengge working group member, presenting at the CLC full Council meeting at Arlparra

<b>Projects funded in 2016</b>				
<b>Community</b>	<b>Project</b>	<b>Organisation</b>	<b>Status</b>	<b>Objective</b>
Alekarengge	Dance Festival 2016	Arlpwe Artists Aboriginal Corporation	In progress	Sports grounds, sport and recreation
Alekarengge	Back on Track	Charles Darwin University	Approved	Business/Employment support
Alekarengge	Sports Carnival 2016	Arlpwe Artists Aboriginal Corporation	Approved	Sports grounds, sport and recreation
Alekarengge	Basketball Court Resurfacing	Tangentyere Constructions	Approved	Sports grounds, sport and recreation
Alekarengge	Football Team project 2016	AFL NT	Approved	Sports grounds, sport and recreation
Alpurrurulam	Church and community hall opening	Warte Alparayetye Store Aboriginal Corporation	In progress	Church upgrades & cemetery
Alpurrurulam	Church and community hall water billing	Warte Alparayetye Store Aboriginal Corporation	In progress	Water Services

Alpurrurulam	Church and community hall repairs and maintenance	Barkly Regional Council	Approved	Church upgrades & cemetery
Areyonga	Areyonga Sports Weekend	Finke River Mission	In progress	Sports grounds, sport and recreation
Docker River	Art Centre Manager	Desert Inc	In progress	Language and Culture
Kalkarindji	Dialysis Patient Transport	WDNWPT	In progress	Community Transport - General Purpose
Kalkarindji	Land Grant and Permits Kalkarindji Basketball Court	Gurindji Aboriginal Corporation	Approved	Sports grounds, sport and recreation
Lajamanu	Lajamanu School Trade Centre	Lajamanu School	Approved	Education
Laramba	Church Improvement	Tangentyere Constructions	Approved	Church upgrades & cemetery
Laramba	Basketball Court Lighting	Central Desert Regional Council	Approved	Sports grounds, sport and recreation
Laramba	Laramba Funeral Support	AAMC	In progress	Funeral Support
Laramba	Laramba Sports project 2016	Laramba Community Store Aboriginal Corporation	Approved	Sports grounds, sport and recreation
Laramba	Community Bus Repairs and Maintenance 2016-2017	Laramba Community Store Aboriginal Corporation	Approved	Community Transport - General Purpose
Mt Liebig	Mt Liebig Church upgrades	Centre for Appropriate Technology	In progress	Church upgrades & cemetery
Ntaria	Football club rooms infrastructure	Tangentyere Constructions	Approved	Sports grounds, sport and recreation
Ntaria	Football club rooms maintenance and insurance	Ngurratjuta Aboriginal Corporation	Approved	Sports grounds, sport and recreation
Nturiya	Church	Tangentyere Constructions	Approved	Church upgrades & cemetery
Papunya	Sporting Complex Upgrades	Tangentyere Constructions	Approved	Sports grounds, sport and recreation
Santa Teresa	Phillipson's Bore Campground	Tangentyere Constructions	In progress	Other building construction/repairs
Santa Teresa	Santa Teresa Funeral Support	AAMC	In progress	Funeral Support

Santa Teresa	Phillipson's Bore Campground seating	CLC Ltyentye Apurte Rangers	Approved	Other building construction/repairs
Tara	Church Power project	Tangentyere Constructions	Approved	Church upgrades & cemetery
Titjikala	Football team	Titjikala Community Association	In progress	Sports grounds, sport and recreation
Titjikala	Rec Hall equipment	Titjikala Community Association	In progress	Sports grounds, sport and recreation
Wilora	Wilora Wifi Hotspot	Central Desert Regional Council	Approved	Information Services
Wilora	Wilora Air-conditioning Health project	Clarklec Electrical Services	Approved	Health
Wilora	Wilora Funeral Support	AAMC	In progress	Funeral Support
Wilora	Landscaping Stage 2	Arid Edge Environmental Services	Approved	Other
Yuendumu	Swimming Pool Operations	WYDAC	In progress	Sports grounds, sport and recreation

***Projects funded in previous years and completed in 2016***

<b>Community</b>	<b>Project</b>	<b>Organisation</b>	<b>Completion data</b>
Alekarenge	Football Oval Upgrade	Tangentyere Constructions	Completed on time, reported late
Areyonga	Store Solar Power	Areyonga Store Aboriginal Corporation	Completed on time, reported on time
Daguragu	Freedom Day Festival	IS Australia	Completed on time, reported on time
Imangara	Workshop project	Tangentyere Constructions	Completed on time, reported on time
Ntaria	Cemeteries Upgrades Stage 1	Tjuwanpa Outstation Resource Centre	Interim report late
Ntaria	Stronger Communities for Children	Tjuwanpa Outstation Resource Centre	Interim report on time
Nyirripi	Studio music equipment, Shipping container, Repairs to Rec Hall	WYDAC	Completed on time, reported late
Willowra	Grading Jarra Road	Central Desert Regional Council	Completed on time, reported on time

Willowra	Aged Care mini bus and shelter	Central Desert Regional Council	Completed on time, reported on time
Willowra	Music equipment	WYDAC	Completed on time, reported on time
Yuendumu	Strong Women, Strong Babies, Strong Culture Vehicle	NT Department of Health	Completed on time, reported late
Yuendumu	Video Production and animation	PAW Media	Completed on time, reported late
Yuendumu	Dialysis chairs and vehicle, Renal Unit extension	WDNWPT	Completed on time, reported late

This high volume of project work has clearly led to a lot of activity and outcomes for people across the locations. The reporting that is available<sup>9</sup> shows projects are quite diverse, with money often directed to tangible areas. In some communities, particularly those where other project funding is available, money has also been allocated to support existing projects such as Yuendumu Swimming Pool operations.

A small number of different types of projects are emerging, such as those supporting enterprise development and cultural development. Some communities have used the money very strategically. For example, Alekarenge has used the resources to support a number of projects directed towards their overall vision of supporting young people within the community.

A significant aspect of this money is that for many communities it is a one-time payment. This means that in those locations CDU staff have limited time to introduce a community development process. Research was undertaken in 2014 to gain a better understanding of how community development could be undertaken in those locations and what shaped or enabled effective community development.

The findings from the 2014 research suggested that in the more cohesive and coherent communities with good leadership and long-term experience in decision-making and planning, there was likely to still be considerable benefit even from very short-term community development projects. However, the research also found that short-term community development interventions were unlikely to be able to overcome major dysfunction and major problems within communities.

Reporting from CDU staff in 2016 suggests that in most locations they are continuing to work on governance processes and building trust and effective working relationships with communities. In line with the earlier research, it is clear that there is not enough staff time available to address all the development processes in each community. However, there are several examples in the CDU reports of good ideas brought from other CDU experience that are being introduced into these communities to assist with improving governance and decision-making. For example, in one community dominated by men making decisions, the introduction of a female staff member alongside the male staff member from CDU has provided opportunity for women to begin speaking up and presenting their ideas.

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<sup>9</sup> There continues to be many unavailable reports. Sometimes this is because projects run for longer than planned, often a good outcome, and thus final reports take longer. In other cases, reporting is simply a slow process.

It is clear that there are several factors such as negative influences by other organisations and institutions and individuals determined to seek their own personal interests, which negatively affect the community development process. However, CDU staff have become very skilled in finding strategies and ways to minimise these negative effects. The reports suggest that they are using wise approaches to wait for the community to learn from their own experiences (success or mistakes) and decisions, and to allow communities to move through their own processes. The CDU regional approach has further mitigated the situation through enabling ongoing contact between staff and communities.

A useful outcome from this work might be further monitoring to understand what people value about the achievements of this project.



*Figure 18: Greg Corbett working on the Wilora Landscaping*

## New projects

Alongside the six major projects described above, the CDU also has responsibility for a number of small and emerging project areas. This work has continued across 2015 and the first six months of 2016.

While the work is not connected to a major project it still requires CDU staff to regularly engage with communities and traditional owners. In 2015, there were 15 traditional owner meetings related to these projects. In the first six months of 2016 there were a further 13 meetings.

During this period the Jervois traditional owners made a commitment to allocate funds to CD when a proposed copper mine starts paying royalties. The Loves Creek traditional owner group also allocated several income streams to CD and funded their first project.

There continues an interest in pursuing CD by traditional owners. Additionally, Surprise Well Affected Area consults with community were completed in this time to establish governance arrangements.

The projects tend to be strongly connected to outstation upgrades and other tangible and infrastructure projects. Similar to the NTP project, traditional owners often focus on homelands projects. There is also a significant local employment component of the infrastructure projects. Three of the six infrastructure projects in the tables below employed local traditional owners in their construction. Some traditional owner groups have done projects that support more than just their traditional owners group, such as the Ti Tree Roosters football and softball support project.

<b>Projects funded in 2015</b>				
<b>CD Project</b>	<b>Project</b>	<b>Organisation</b>	<b>Status</b>	<b>Objective</b>
Nolan's Bore CD Project	Aluyen Laundry and Ablution block construction - Glenn	Centre For Appropriate technology	In progress	Homelands
Nolan's Bore CD Project	Aluyen Laundry and Ablution block solar improvements - Glenn	Eco-Energy	Completed on time and reported on time	Homelands
Nolan's Bore CD Project	Aluyen Laundry and Ablution R & M - Glenn	Centre for Appropriate Technology	In progress	Homelands
Nolan's Bore CD Project	Air Conditioner Health project - Atyelp	Clarklec Electrical Services	Completed on time and reported on time	Health
Nolan's Bore CD Project	Sorry and Ceremony - Atyelp	Laramba Community Store	In progress	Language and Culture
Nolan's Bore CD Project	Laramba Sports weekend - Atyelp	Laramba Community Store	Approved	Sports grounds, sport and recreation
Nolan's Bore CD Project	Ti Tree Roosters Football and Softball Support Project - Eagle	D and G Contracting	Approved	Sports grounds, sport and recreation

Loves Creek CD Project	Funeral support project	AAMC	In progress	Funeral support
Urlampe CD Project	Urlampe Outstation Upgrades	Tangentyere Constructions	In progress	Homelands
Urlampe CD Project	Funeral support project	AAMC	In progress	Funeral support

<b>Projects funded in previous years and completed in 2015</b>			
<b>CD Project</b>	<b>Project</b>	<b>Organisation</b>	<b>Completion data</b>
Rover Project	Kanttaji Outstation	Tangentyere Constructions	Completed late and reported late
Rover Project	Parntaparinji Outstation	Tangentyere Constructions	Completed late and reported late



Figure 19: Andrew Glenn and Stanley Tilmouth work on the Aluyen laundry

<b>Projects funded in 2016</b>				
<b>CD Project</b>	<b>Project</b>	<b>Organisation</b>	<b>Status</b>	<b>Objective</b>
Core Exploration	Panel Well Headstones	Centre Funerals Services	Approved	Church upgrades & cemetery

<b>Projects funded in previous years and completed in 2016</b>			
<b>CD Project</b>	<b>Project</b>	<b>Organisation</b>	<b>Completion data</b>
Nolan's Bore	Aluyen Laundry	Centre for Appropriate Technology	Completed on time, reported on time
Nolan's Bore	SNAICC Conference	CDRC	Completed on time, reported late
Urlampe	Urlampe Outstation	Tangentyere Constructions	Completed on time, reported on time

#### *The Twin Bonanza CD Project*

During this period the traditional owners for the Twin Bonanza mine finalised their governance arrangements and processes. The group also planned and prioritised their first projects which all focus on supporting the group homeland Ngulupi. The first projects involve reinstating the water supply for people and cattle and grading the entry road. The group aspires to operating a cattle business from the homeland once they have completed their upgrades.

## Regional program management

In 2013, the CDU moved from a project-based management style to allocation of staff across three regions (East, West and Tanami). The intention was to provide for better knowledge and relationship building between staff and particular communities, as well as provide a more comprehensive investment in governance in each of the locations.

Midway through 2016, the evidence from available reporting suggests that the regional team structure is contributing to increased effectiveness and efficiency of CDU operation. Staff point to the opportunity to support each other, the relationships and trust developed through regularly being in the same locations and the cross-team learning. Staff also note that it helps with staff turnover, enabling people to more quickly induct new staff and support them as they move into their new positions.

The reporting from staff seems to suggest that there is more in-depth knowledge developed around some communities, particularly those with multiple projects operating. Staff point to good knowledge of different families and relationships within those communities, and how these can best be managed to ensure effective governance and decision making processes.

There appears to be some staff turnover in areas of CDU and this therefore limits some of the longer-term reflection staff are able to make about the significance of the change.

There continues to be cross-regional sharing of ideas but it does appear that regional teams are developing approaches and more distinct ideas related to locations. There is less a sense of specific project focus and more of a concentration around individual community needs and strengths.

In terms of the impact upon specific locations, there are seven communities that have multiple projects operating. These include Yuendumu, Nyirripi, Willowra and Lajamanu. In each of these communities, the four projects of GMAAAC, WETT, Dialysis and CLM, all provide revenue streams for community benefit. As well as 3 others: Yuelamu (GMAAAC & CLM), Imanpa and Kaltukatjara (URM & CLM). There are also some communities where many members sit on various governance groups. For example, Imanpa, Docker, Laramba, Santa Teresa, Amoonguna and Ntaria also have significant TO cross-over with their surrounding Parks or URM regional projects.

The staff reports and other reporting about these communities suggests that there is some influencing that goes on between the projects (and some communities' members get confused about what project funds what) but that the communities tend to be characterised by many features and these are often quite influential on the way each specifically operates. For example, Willowra has struggled with internal conflicts between family groups for many years and this rather than the amount of funding available seems to be the biggest influence on development in that location.

What does seem evident is the way CDU staff have come to understand those communities, where they spend more time, in greater depth and have developed more sophisticated and long-term strategies to assist governance, decision-making and project management processes. The staff reporting available for these locations tends to be more detailed, with a better understanding of community and project partner strengths and limitations, and the likely implications

Finally, there is some overall evidence that people's experience in decision-making for one project influences others. This is not referenced in great detail across the available reporting, but there are comments about how people's experience in a particular working group is then able to be transferred into other working group situations.

Overall it appears that the major value in the regional team approach is in strengthening the effectiveness of CDU work, in particular in those locations where there are multiple projects and multiple engagements. This makes sense, given that a lot of the effective governance and community development work is rooted in relationships and upon knowledge and understanding of local context. While staff also report that they also continue to work and support each other cross regionally, it does appear that the regional approach is now institutionalised as the approach for the community development work in CLC.

## General discussion

### CD Program objectives

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

The Community Development Unit of CLC has now become highly skilled in promoting good governance processes. Within the consistency of the CD framework, staff remain flexible and demonstrate a wide range of different practices and approaches for each community. These are utilised across multiple locations responding to identified strengths and challenges.

More detailed monitoring for GMAAAC in 2016 indicates a significant shift in attitudes towards governance processes in that project. People are more positive about the project overall. There is considerable more acceptance of the governance approach and most people see the value and worth of the approach. People have come to see the GMAAAC project as a valuable and reliable way to use their own resources to improve their communities. This is significant given the high level of contestation around governance and decision-making processes that characterised GMAAAC only five years ago.

The review of GMAAAC undertaken this year indicates there is a strong interest in better information and exposure to different ideas that might further inform decision making in communities. It will also be important to review the outcomes from the WETT review to see what this indicates about interest in both large-scale and more forward-looking planning and decision-making. It may be that some communities are well-positioned to enter into a more comprehensive planning and developmental processes going forward. Ideas and examples from elsewhere around Australia may be of benefit here.

Due to staff resourcing and the pressure to manage multiple projects on behalf of communities CDU staff are limited in the time they are able to commit to individual locations. This limits the extent of the community development process and the degree to which they can engage Aboriginal people in planning, informed decision-making and review. However, the findings from the last 18 months suggest that the context and approach is also important. Where there are good quality relationships and in-depth understanding of the local context, there can be significant change, even in shorter term projects. Increasing Aboriginal control and governance capacity appears to be closely related to a flexible but consistent community development approach.

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

As this report indicates, across communities in Central Australia there have been significant and far ranging benefits generated by the resources controlled by Aboriginal people over the last 18 months.

Aboriginal people continue to place a strong focus on supporting culture, particularly to ensure that it passes from older to young people. The monitoring indicates that there is also a broad interest and support for young people and often this encompasses opportunities for education but also exposure to outside ideas and influences. It seems that Aboriginal people have a strong and clear vision of what they want for future generations, for them to be able to maintain and feel strong in their culture as well as engage with and utilise the benefits of mainstream education and employment.

Much of the project money across locations focuses on infrastructure and more immediate tangible benefits. In part this speaks to the failure of Government to ensure good quality housing, recreation and education facilities. Therefore, Aboriginal people need to use their own money to meet these needs. But the issue is complex. Aboriginal people will choose the project partner that offers meaningful local Aboriginal training and employment opportunities, therefore while infrastructure is the primary objective, employment comes in as a high priority thereafter. Further infrastructure is often related to interest in improving conditions on homelands, itself a reaction to Government policy.<sup>10</sup> There has also been an apparent tendency for people to address immediate needs rather than choose to plan for longer-term benefits, although the evidence from this monitoring suggests that this is changing as people have started to see the value of some larger projects and become more accustomed to the planning process.

It may be timely to provide more detailed feedback to communities from the monitoring that speaks not only to what they have achieved but also to the gaps and ideas that are not being met. This might require some sensitive handling and further analysis of the existing information (going beyond simply summaries to also note the history and evidence of long term development), but it might also provide a good basis for Aboriginal people to clearly identify the benefits they have gained over the long-term and the remaining challenges and possibilities.

It might also be an opportunity to identify more clearly where Aboriginal money is being used to address gaps in government service delivery and equip Aboriginal people and their organisations with information about what services they should be seeking more clearly from Government.<sup>11</sup>

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

In 2015 an independent evaluation of the WYDAC Youth and Media Program was undertaken and an independent review of the Lajamanu service of the Tanami Dialysis Project. 2016 has seen reviews of two of the large community development projects. This monitoring undertook a review of GMAAAC, with a substantial survey across four communities. There will also be an independent review of WETT completed in early 2017. These reviews speak to the ongoing commitment by CLC to review and monitor its work and provide accountability to Aboriginal people about the value and outcome of that work.

Significantly, in the reports and community consultation undertaken for this report, there have been emerging and regular references to monitoring and feedback processes. There has been a concerted effort and strategy to increase project monitoring review in meetings and provide support to people to monitor projects. Slowly there seems to be an expectation among Aboriginal people that there will be checking and reporting on project outcomes. This could be further developed with some attention given to engaging Aboriginal people in some of the monitoring process in the coming year.<sup>12</sup>

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<sup>10</sup> The investment in homelands is linked to the Government policy in reducing homelands support and the failure of remote housing in communities. This is pushing people to fund their homelands and move out of poor community housing.

<sup>11</sup> Noting this might require additional expertise and resources.

<sup>12</sup> Noting again that this would require some additional resources or reallocation of present resources.

The staff reporting template now more explicitly identifies staff activity within communities. This makes it a more grounded set of reporting although it is still largely interpreted through a project lens. The move to regional and locational reporting is generating more in-depth analysis and detail about locational change.

There would be some merit in 2016/17 in exploring how location-based reporting could be further developed to provide more direct accountability and feedback. While this might be confined initially to quantitative data (for example, funding received, projects completed, number of people benefitting, local employment created, etc.), it could start a process of connecting the communities more directly with the monitoring process.

### **Monitoring for 2016/17**

Monitoring for the coming year will now move to the financial year system, which will allow for more accurate comparison of data going forward. Some discussion needs to be had about how to better utilise project reporting and staff reporting in a combined way going forward.

In terms of focus for future monitoring, it is clear that a considerable amount of resources are currently being directed to outstations/homelands and, as noted in previous reports, this might be an area where some focused review will provide good information. This could be directed particularly at providing information for Aboriginal people and their understanding of what they are achieving through outstation repairs.

There might also be some merit in revisiting the outcomes achieved through CLM. Given the earlier review which identified the challenges in this project and the considerable amount of staff time and resources focused on managing the money for multiple locations, there may be some merit in looking to finish this process and identifying the major benefits and learnings that have emerged.

As noted above, WETT will be undergoing a significant review and further planning early in 2017. This might be an ideal time to explicitly integrate into that project areas for monitoring and review which are transparent to Aboriginal people and within which they might engage.

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

A full list of the external communications by the CDU unit is included in Annex Three.

In addition, CDU staff have had continuing and increased collaboration with other units of CLC in a collective development approach. They have continued to engage with service providers, including government, to influence approach or combine where shared approaches.

There have been significant efforts through CD News and media releases to publish the outcomes of CLC CD.<sup>13</sup> Significantly, Traditional Owners presented URM community development overview at the Uluru 40 year handback. And two Warlpiri members of WETT AC presented on WETT at the Indigenous Education Conference in New Zealand in 2015.

### **Conclusions**

The monitoring for the past 18 months indicates that CDU continues to manage a high-quality community development process across several locations in Central Australia. Communities have a high trust and engagement with CLC through the community development unit. CLC staff have an increasing understanding of how to work effectively with very different communities.

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<sup>13</sup> Notably the GMAAAC monitoring supported the value of this publication. And a recent CLC Media survey indicated that CDNews was a popular CLC publication

The monitoring for GMAAAC indicates that project has matured and that it may now be at a new stage, ready for further development. The review of WETT will likely indicate a similar opportunity for change. There may be some merit in a specific examination of how to take forward some of these opportunities.

CDU staff have seen more evidence that adhering to community development processes has positive results in the long-term, even if in the short-term some individuals resist the approach. The evidence from the GMAAAC monitoring seems to strongly support this assessment. At the same time, community development work has some limitations. CDU needs to continue to prioritise where it can best serve Aboriginal people and how to work effectively with others to maximise its impact.

Monitoring going forward might be used more strategically to support these focused community development opportunities.

## Annex One: Monitoring 2015/16.

### *Introduction*

The focus of the monitoring for 2015/16 will shift from previous approaches in two ways.

The first difference is that this monitoring will be over an 18-month period. In order to bring the monitoring report into line with the financial year, the monitoring will cover all of 2015 and the first six months of 2016. This will have some impact on the quantitative data and the comparison of this with previous years. It may also have some impact on the qualitative information and how this is analysed based on previous trends. These differences need to be acknowledged and addressed in any conclusions and recommendations in the monitoring report.

The second difference is that the community focused monitoring for this year will focus on looking ahead, based on experience to date. Rather than a primary focus on assessment of progress, the areas of major focus in the 2015/16 community monitoring, the GMAAAC project, will examine past experience in order for Aboriginal people to consider how they want GMAAAC to position for the future. GMAAAC is at a significant point of change given predicted future increases in funds, and assessment needs to support Aboriginal peoples' opportunity to look forward and to control future directions.<sup>14</sup>

### *GMAAAC project*

#### *Purpose*

For 2015/16, the purpose of the monitoring is twofold. It needs to provide accountability for the resourcing and activity to date. But in addition, given that GMAAAC going forward is forecast to have considerably increased resources, the monitoring ought also to assist communities and CLC to begin to think ahead into the future.

Traditionally GMAAAC resources have been spent on small-scale and more practical activities, with money from other projects assigned to some of the bigger and more long reaching activities such as education and health. The monitoring in 2015 /16 is an opportunity to introduce communities to the idea that GMAAAC is likely to become a greater resource and therefore that there are opportunities to think about how to use it differently, in particular to leverage increased change.

Some of the GMAAAC communities also have WETT programs operating in the same location. There will be an independent review of WETT undertaken in mid-to-late 2016 which will likely raise similar forward planning issues for the communities in those locations. This is useful because it provides some communities with the opportunity for multiple reflections about how to use their own resources going into the future. At the same time, it is important not to confuse people, and the information from the GMAAAC monitoring will be made available to the researchers looking at WETT, so that they can build their enquiry from this perspective with the overlapping communities.

#### *Scope*

For this enquiry the questions should be limited, positive, and focused around a small number of ideas. The aim is to talk to a wide range of Aboriginal people rather than better spend a lot of time with only a small number.

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<sup>14</sup> A similar exercise will be undertaken for WETT later in 2016. An evaluation of that project, towards shaping the future directions will be undertaken by an independent organisation in mid-2016. The results of this evaluation will be included in the monitoring for 2016/17.

The community monitoring will be undertaken in Yuendumu and Lajamanu (which together account for two thirds of the total funds available under GMAAAC) and two of the smaller communities (to be nominated).

The monitoring will focus on speaking to Aboriginal people in the community rather than service providers or external groups. Given the discussion relates to significant changes the intention is to speak to a broad cross-section of people in each community. This includes representatives from the project governance group, and other community representatives that include men and women, young people and older people if possible. Ideally it would be good to obtain the views of people who know a lot about GMAAAC and those that have less knowledge, in order to have a range of contrasting views.

### Questions

The following questions will be applied in each community

#### **A. Project outcomes**

1. What do you know about GMAAAC and GMAAAC funded projects in this community?
2. **If no**, let me show you the photos of what's happened with GMAAAC money in this community this might help you remember.

**If yes**, Great. And here are some photos of the GMAAAC projects—have we covered everything they've done here?

3. Looking at all of these different projects, what do you think was the best project for the community?
4. Why do you think it is the best project? Can you explain what you liked about it? And why you think it was good for the community?

#### **B. Governance (including photos of meetings)**

5. GMAAAC is here to help make things better for this community. We are interested in your ideas. What could we change about GMAAAC to make sure the projects have lasting community benefit?

[Open ended question from which to tease out ideas and follow up with the following]

- How do GMAAAC decide on what project is going to happen? Is there are better way to do this?
- Thinking about the projects, what do you think about the way the money is given to different projects? Any suggestions about how this could be done better in future?
- Once GMAAAC decides on projects, who manages them and makes sure they happen? Any suggestions?
- How do people [here I'm assuming the community at large and not just GMAAAC reps?] get information about the projects? Any ideas how about how to get more and better information?

#### **B. The Future**

6. The idea with GMAAAC is that all Yapa in the community have a chance to say what types of projects or areas GMAAAC should fund. The Committee looks at that and makes the

decisions. If there was more time for planning bigger ideas that will help your community in the long term, what types of projects or outcomes would be most important to you?

- Would you like information or ideas from other places to help plan good community projects for the future? What kind of information are you thinking about?

#### *Other project monitoring (WETT, URM, Dialysis, CLM, NTP)*

Information for the other project areas will be drawn from the project reporting, staff reflection reports and any other available data including quantitative information.

This will be drawn together into a broad analysis against the key objectives of the community development work.

#### *Regional /community monitoring*

The staff reflection reports for 2015/16, together with the community based information for GMAAAC, offer the opportunity in 2016 for reporting by community location. While this will not be comprehensive for this report, it is proposed that as far as possible some analysis is provided against communities.

This analysis should be a starting point, with further examination and review by CDU staff and others as relevant. It will demonstrate what is possible with existing monitoring information and the value of this for the community development work. It will contribute to shaping the monitoring going forward.

#### *2015/16 Report*

The 2015/16 monitoring report will be drawn together in draft form by the beginning of August 2016. It will then be subject to critical review on engagement with CDU staff and the CLC CD Reference Group. A final report will then be produced based on this further analysis.

## Annex Two: Staff reflection and reporting

### *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 also moving to look at the locations.

#### *Process*

The following template is completed each six months period by teams.

*CDU regional team reporting format*

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
Cumulative CD funding available to that community/location	
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 benefits achieved for 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 in light of the observations above?	

Regional changes in addition to information outlined above, list any positive or negative changes for the major projects at a regional level

WETT	
Dialysis	
GMAAAC	
NTP	
CLM	
Tanami Team internal	

## Annex Three: Public presentations related to community development work.

- **Conferences and Seminars**
  - Native Title Conferences 2015 & 2016
  - NTCOSS conference May 2015
  - SNAICC 2015
  - Development Leadership Program seminar 2016
  - World Bank Community Driven Development Asia Pacific conference June 2016
- **Workshop Presentations**
  - Australian Council for International Development Indigenous Development Working Group 2015
  - Australian Conference for Emergency Medicine 2015
  - Community legal education workshop 2015
  - Minerals Council of Australia Indigenous Relations Working Group 2015
  - Australian National University guest presenter
- **Presentations to the Commonwealth Government and other key stakeholders**
  - Presenting to other Land Councils interested in learning from CLC's Community Development.
- **Publications and Reports**
  - Translating Aboriginal land rights into development outcomes: factors contributing to a successful program in Central Australia, J. Hunt And D. Campbell, CAEPR Working Paper No 107/2016





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