



CENTRAL LAND COUNCIL COMMUNITY DEVELOPMENT PROGRAM

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Monitoring Report
July 2016-June 2017

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CENTRAL LAND COUNCIL COMMUNITY DEVELOPMENT PROGRAM

2017



CENTRAL LAND COUNCIL

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Executive Summary

The Central Land Council (CLC) 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 community development (CD) program. Drawing upon the resources provided by Aboriginal groups and communities, which is through income streams from royalty, rent and affected area money, and with Aboriginal leadership and governance arrangements, the CD is operationalised through various programs. In 2016/17 all the different Aboriginal working groups and committees active in the CD program committed funding for 159 projects for a total value of \$16,946,875. The monitoring for the individual income streams indicates the following:

The Warlpiri Education and Training Trust (WETT)

In 2016/17 the Kurra WETT directors approved \$4,836,514 to support a range of activities. A comprehensive review of the WETT supported projects was undertaken in 2017. The review found that WETT has built Aboriginal self-determination and social capital in the communities where projects are located. It has led to an increase in economic activity and employment as well as increased youth leadership and wellbeing and improved education. Significantly it has maintained and strengthened Warlpiri identity.

The Tanami Dialysis Income Stream

In 2016/17, \$604,904 was allocated to the dialysis services by Kurra AC. Monitoring for 2016/17 indicates that this service continues to provide comprehensive services throughout the region. The service is expected to receive sustained Commonwealth Government funding going forward.

The Granites Mine Affected Area Aboriginal Corporation Income Stream (GMAAAC)

GMAAAC has seen a recent considerable increase in the funding stream and is now the largest income stream supported by the CLC CD program. In 2016/17 \$7,119,008 was approved for 75 projects. Reports from individual communities suggests that with the increased money, and the attention to planning, more, and larger, projects are being undertaken and communities are continuing to use money to address some significant development issues.

There are some challenges related to this. For example, it has been difficult to find sufficient partner organisations to undertake all the projects. Further, the scale of money required together with the large number of projects to be managed, creates challenges for the CDU staff. It has been important to have experienced community development facilitators supporting community members to manage the changes in governance for GMAAAC.

The Uluru-Kata Tjuta Rent Money Community Development Income Stream (URM)

In 2016/17, \$1,240,604 was allocated to regional projects under this income stream and \$1,095,048 was allocated specifically to projects in Mutitjulu. In contrast to previous years, the regional program now provides support to a range of projects focused around funeral support and cultural maintenance. Reports indicate that people are proud of their effective governance processes and the benefits that are starting to flow from project implementation. The strong governance arrangements for the Mutitjulu Working Group continue. Reports indicate that people are proud of what has been achieved through previous projects and that they continue to participate in planning and management of the pool.

Northern Territory Parks Rent Money Income Stream (NT Parks)

In 2016/2017, the different groups approved funding for 26 projects with a total value of \$984,151. This income stream received additional monitoring focus for 2016/17. This monitoring indicates that

while people are generally satisfied with the projects and the benefits flowing to them, there continues to be some challenges around suitable decision-making arrangements in some locations. Further, that people are not generally shifting their thinking to consider longer term or larger scale projects.

These mixed findings may be related to the low amounts of money available to each group and/or to the limited time available for the CDU staff to work extensively with each small group. This suggests that where there is limited resources and opportunity for substantial CD engagement, changes in governance capacity may be only partially achieved, or might move more slowly than for other income streams.

Community Lease Money Income Stream

Under this income stream 29 new projects had funding approved in 2016/2017 for a total amount of \$992,816. Notwithstanding the reducing funding for this income stream, reports indicate that in a number of the communities the governance is strong and that the community committees remain active and focused on ensuring good accountability for the use of the money. Communities are choosing to allocate the money to a broad range of activities, including language and culture and employment support.

Other Income streams

In 2016/17, \$73,830 from mining exploration and investment income was allocated to three new community benefit projects.

Overall findings

Across communities in Central Australia there have been significant and far ranging benefits generated by the resources controlled by Aboriginal people in 2016/17.

There is a consistent valuing by Aboriginal people of support for culture and for maintaining contact with homelands. Aboriginal people are also seeing benefit in a focus on education and employment across many projects, particularly where this is directed at young people. There is some emerging focus in the two larger income streams, GMAAAC and WETT, on longer term and more large-scale projects.

The CDU has given considerable attention in all locations to supporting improved Aboriginal ownership, control and decision-making. However the evidence suggests that the best governance change is brought about where consistent resourcing is combined with clear objectives and long-term planning and support. In other locations modest gains have still been possible, particularly where the CD process is able to make use of existing strengths and relationships.

There are also some emerging risks. In areas where there is increased funding available, there is a risk that government services might seek to apply for these funds to address budget shortfalls. A further risk is the difficulty of finding suitable and high-capacity implementing partners for projects, particularly where these are in remote locations with relatively small resourcing. Finally, there is an emerging challenge related to project management. If some communities begin to plan and implement larger scale and more complex projects, this may require CDU to recruit more specialist project management expertise. In turn this might require CDU to consider how to maintain a high-quality CD approach, including good quality working relationships, when multiple personnel might become responsible for one project.

Acronyms

AAMC	Aboriginal Associations Management Centre
ABA	Aboriginals Benefit Account
AC	Aboriginal Corporation
AFL NT	Australian Football League, Northern Territory
ALRA	Aboriginal Land Rights Act
BIITE	Bachelor Institute for Indigenous Tertiary Education
BUNT	Baptist Union of the Northern Territory
CAT	Centre for Appropriate Technology
CDRC	Central Desert Regional Council
CDU	Community Development Unit
CLA	Community Living Areas
CLC	Central Land Council
CLM	Community Lease Money
GMAAAC	Granites Mine Affected Area Aboriginal Corporation
IPA	Indigenous Protected Area
KWHB	Katherine West Health Board
MWG	Mutitjulu Working Group
NP	National Park
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 community development (CD) program. This involves implementing community development projects that are funded with Aboriginal rent and royalties from land-use agreements and affected area payments. 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 July 2016 to June 2017. It builds upon previous annual reports since 2009.

Context and CLC approach

The CDU's approach 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. CDU have developed a community development approach¹ which includes a set of principles and a specific process that builds Aboriginal ownership and control and strengthens groups or communities through the achievement of their own social, cultural, environmental and economic objectives.

Drawing upon the resources provided by Aboriginal groups and communities, which is through income streams from royalty, rent and affected area money, and with Aboriginal leadership and governance arrangements, the CD is operationalised through various programs. 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 by maintaining their identity, language, culture and connection to country, and mainstream Australian society, through better health, education, training and more employment.

There are four objectives:

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

¹ Central Land Council (2015) 'Community Development Framework 2016-2020'.

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.

Box 1. Community Development principles

A number of principles or norms underpin CLC's community development work across the organisation:

Social justice

Supporting Aboriginal groups to assert their human rights and have their basic needs met.

Self-reliance

Building strong, resilient and independent regions, communities and outstations.

Equity

Changing power relations that marginalise people and sharing power within groups as well as between groups and outsiders so that outcomes accrue to all members of the group including the marginalised.

Learning

Recognising the skills, knowledge and expertise that people contribute and develop by taking action to address issues and drive change.

Co-operation

Working well together, based on mutual respect of diverse cultures and contributions.

The CD Program is currently implemented utilising funds from six major income streams, each supporting numerous projects. In addition, there are a small number of existing and new projects across a range of locations. The various income streams 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 income streams are listed in Table 1.

Table 1. Community Development Income Streams 2016/2017

Income Stream	Intention
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>Support dialysis facilities in remote communities using interest earned on invested mining royalties.</i>
Granites Mine Affected Area Aboriginal Corporation (GMAAAC)	<i>Support nine communities to apply 'affected area' monies from mining towards broad community benefit.</i>
NT Parks Rent Money	<i>Use rent paid to relevant Traditional Owners of 16 national parks for a range of sustainable initiatives</i>
Community Lease Money	<i>Use rent paid for community leases for a diverse range of development activities in 31 communities.</i>

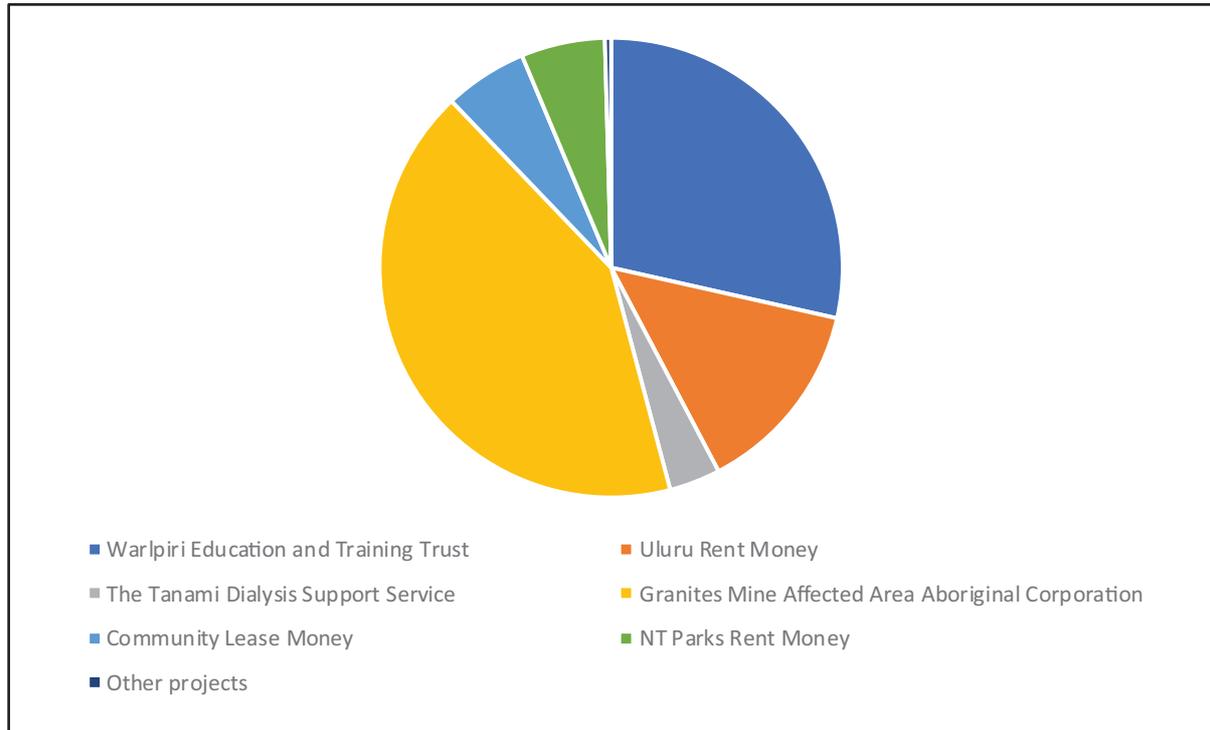
The more recent or standalone CD projects include:

- Rover project
- Wangarri-Kari project
- Nolan's Bore project
- Twin Bonanza project
- Areyn project
- Loves Creek project
- Surprise Well Affected Areas project
- Urlampe
- WOEDAC Project
- Kurtinja
- Gravel Pits Compensation Project Yuendumu

In 2016/17 all the different Aboriginal working groups and committees active in the CD program approved funding for 159 projects for a total value of \$16,946,875, as detailed in Table 2 and Fig 1.

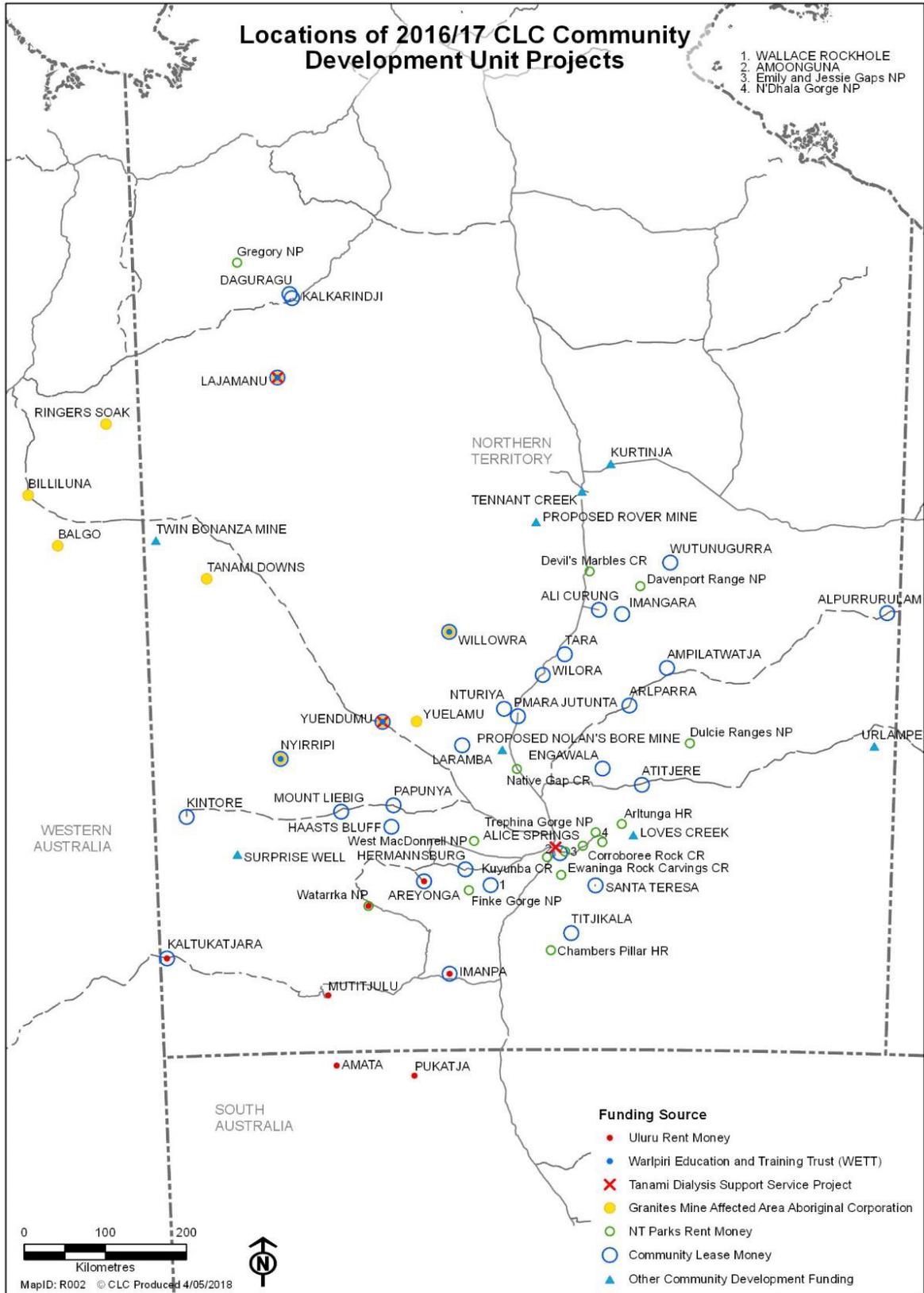
<i>Table 2: 2016/2017 Approved Projects and Funding (in \$) for each Income Stream</i>		
Income Stream	Value (in \$)	Projects
Warlpiri Education and Training Trust	\$4,836,514.00	15
Uluru Rent Money	\$2,335,652.00	8
The Tanami Dialysis Support Service	\$604,904.00	3
Granites Mine Affected Area Aboriginal Corporation	\$7,119,008.00	75
Community Lease Money	\$984,151.00	26
NT Parks Rent Money	\$992,816.00	29
Other projects	\$73,830.00	3
Total	\$16,946,875.00	159

Fig 1. Funding for approved projects by Income Stream 2016/17



Multiple communities across Central Australia are engaged in one or more of these income streams, utilising their own resources for the benefits of their communities. Fig 2. Identifies the location of CLC community development projects for 2016/17.

Fig 2. Location of 2016/17 CLC community development projects



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.

Monitoring focus for 2016/17

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, staff reports, independent evaluations and reviews.

In addition, each year particular projects or areas of work are selected for additional attention. This usually involves some focused research in selected locations, through interviews with Aboriginal people in that location and sometimes with other stakeholders. This is undertaken by an independent consultant, with experience in research in Aboriginal communities, in order to encourage Aboriginal people and other stakeholders to speak freely about their project experience and their views about working with CLC.

This is an important aspect of the CLC monitoring, designed to hear directly the views and experience of Aboriginal people and to ensure the report about the CD program reflects their perspectives.

In 2016/17, the Northern Territory Parks income stream was chosen for additional monitoring. The community development program has been operating in this location since 2010 and considerable CDU resources have been focused on the 16 parks in this program. For this reason, independent monitoring was undertaken across six of 16 locations. The focus was on assessing both community benefit and improvements in governance processes. Annex one outlines the specific methodology undertaken for the review of the NT Parks income stream.

In 2016 /17 the monitoring was also able to draw from an extensive review undertaken for the WETT income stream. This review was based on widespread community consultation and analysis of 10 years of program documentation. It presents a comprehensive assessment of program achievements and a series of recommendations for moving forward. Much of the monitoring for the WETT projects for this report draws from that review.

Information for the other income streams for 2016/17 is drawn from the project reporting, staff reflection reports (see Annex Two) and other available data including quantitative information.

Analysis

The material from all data sources was collated and initially analysed by an independent consultant.² This analysis builds on previous years' information. The four objectives of the CD Program provided the analysis framework. The interim report and initial analysis was further considered and analysed by CDU staff and the external CDU reference group. This final report draws from all these considerations.

² Dr Linda Kelly, La Trobe University.

The Warlpiri Education and Training Trust (WETT)

The WETT income stream utilises gold mining royalties to support education and training initiatives in the Tanami region, primarily across the four communities of Yuendumu, Lajamanu, Willowra and Nyirрпи. The project has five components: the Youth and Development program, the Secondary School Support program, the Language and Culture in Schools program, the Willowra Early Childhood Program and the Learning Community Centre program.

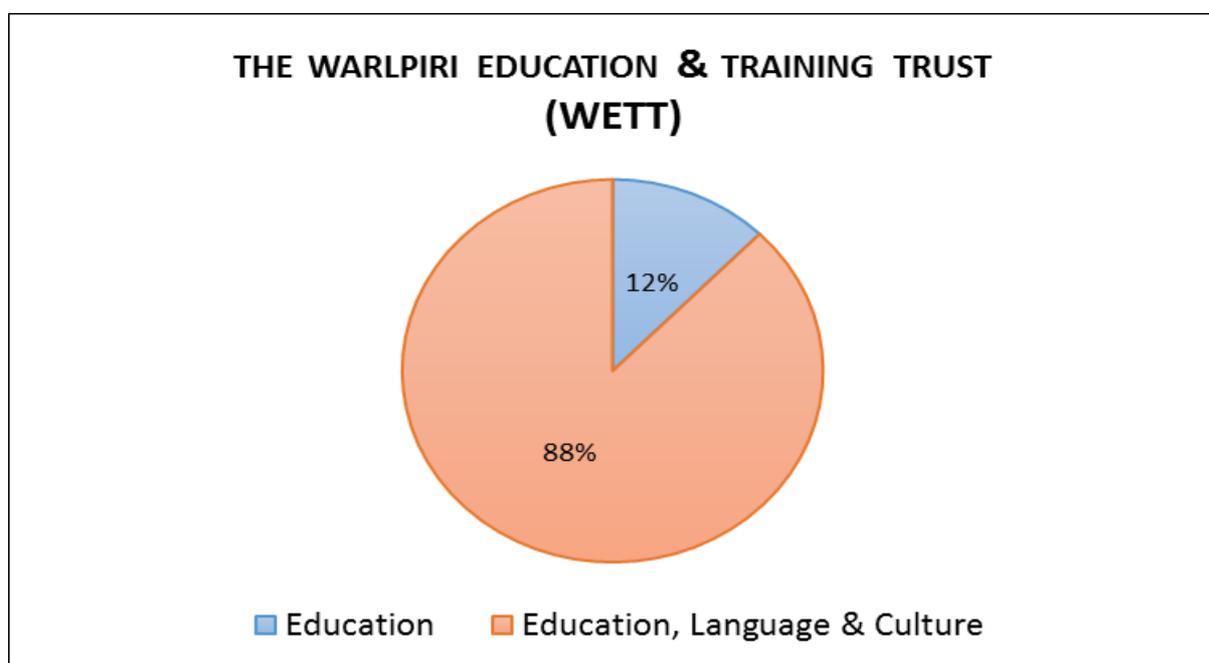
In 2016/17 the Kurra WETT directors approved \$4,836,514 to support a range of activities within these programs, as outlined in Table 3.

Table 3. WETT Projects approved for funding in 2016/17

Community	Project	Organisation	Status	Objective
Yuendumu	Regional Learning Centre Program 2017	WYDAC	Approved	Education/ Language and Culture
Willowra, Nyirрпи, Lajamanu	Regional Learning Centre Program 2017	BIITE	Approved	Education/ Language and Culture
Willowra, Nyirрпи, Lajamanu	Yapa staff wages 2017	BIITE	Approved	Education/ Language and Culture
Yuendumu	Country Visit and Elder Payment Program 2017	Yuendumu School Council	Approved	Education/ Language and Culture
Willowra	Country Visit and Elder Payment Program 2017	Willowra School Council	Approved	Education/ Language and Culture
Nyirрпи	Country Visit and Elder Payment Program 2017	Nyirрпи School Council	Approved	Education/ Language and Culture
Lajamanu	Country Visit and Elder Payment Program 2017	Lajamanu School Council	Approved	Education/ Language and Culture
Yuendumu, Willowra, Nyirрпи, Lajamanu	Secondary Support Program - Other schools 2017	School councils	Approved	Education
Yuendumu, Willowra, Nyirрпи, Lajamanu	Secondary Support Program - Bush Schools 2017-2018	School councils	Approved	Education
Yuendumu, Willowra, Nyirрпи, Lajamanu	Bilingual Resource Development Unit for Warlpiri Schools 2017-2019	Yuendumu Community Education Centre School Council	Approved	Education/ Language and Culture
Yuendumu, Willowra, Nyirрпи, Lajamanu	WETT School vehicles fuel and maintenance 2017-2018	School councils	Approved	Education/ Language and Culture

Yuendumu, Willowra, Nyirripi, Lajamanu	Youth Development Program, 2017/18 – 2019/20, Years 10 – 12	(WYDAC)	Approved	Education/ Language and Culture
Yuendumu	IT Upgrade for Yuendumu Learning Centre	(WYDAC)	Approved	Education
Willowra	Willowra Early Childhood Program, Yapa staff wages 2017	Batchelor	Approved	Education/ Language and Culture
Yuendumu	WETT Country Visits and Elder Payment Program	Yuendumu School Council	Approved	Education

Fig 3. WETT Funding Approved By Objective



WETT Governance

The WETT income stream 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), an independent education expert and a representative from the CLC and Newmont Tanami.

In 2016/17 a total of seven governance meetings were held.



Picture 2: WETT AC Enid Gallagher and Judy Long at Indigenous Leadership conference in Darwin

In late 2016, the CDU staff reported that meetings of the advisory committee were being extended to three days to manage increasing workloads and complexity of information. This placed additional demands upon committee members and required additional resources from CDU.

Added to this, in 2015, following 10 years of the WETT income stream, the Kurra directors approved funding for a comprehensive review. This review was undertaken throughout 2016 into early 2017. It involved widespread community consultation, with interviews or surveys of 130 Warlpiri people and 42 non-Warlpiri staff involved in WETT funded projects. It also included comprehensive review of documentation and monitoring material covering the 10-year period.

The review found that several high-level outcomes have been achieved by WETT over the 10-year period. The review summary of results is reproduced below:

*WETT has built **power through self-determination**, in partnerships, contractual accountability and participatory decision-making. It has **expanded networks of education professionals**, through WETT governance, reference groups and CLC administration support. The Committee has built **social capital**, through professional learning and sharing and linkages to external resources and networks. Programs have **increased economic capacity** through community infrastructure and activities.*

*Because of WETT, **local employment and employability have increased**. Programs have **increased skills and knowledge for individuals, families and communities**, as learning is at the core of program design. **Greater parental efficacy** has been achieved through early childhood infrastructure and staff. **Increased youth leadership and wellbeing** have been achieved through participation in youth activities and through the Jaru leadership development program. **Broader youth aspirations** have grown, with additional opportunities created by support for boarding students.*

***Increased participation in school learning** has been achieved through access to vehicles and resources, learning experiences gained through excursions, and country visits. **Maintenance of Warlpiri language and culture** has been achieved through cultural learning in bush trips and through production of Warlpiri language learning resources. **Strengthened Warlpiri identities** have been achieved through elder involvement in programs and through creation of a range of media products. These outcomes are underpinned by the **work of partners who deliver programs**. Partnerships are crucial to the success of WETT's endeavours. The Review can point to the following measurable results:*

- *More than \$22,000,000 invested in programs since 2005*
- *About 40 people each year employed in various WETT-funded programs*
- *Up to 23 children and seven parents participating at Willowra early childhood activities*
- *Up to 37 individuals involved in local reference group meetings since 2013*
- *More than 200 individuals accessing certificate courses*
- *Learning Centres accessed more than 3,500 times in 12 months to June 2016*
- *Nearly 60 students involved in interstate secondary excursions in 12 months to June 2016*
- *Access to additional boarding support: 55 students benefited in the three years to 2015.*

(Ninti One (2017), 'Review, assessment and development of future options for the Warlpiri education and training trust (WETT) and its programs', final report, May 2017, executive summary)

The review identifies several ways in which the WETT can be strengthened. These include improving pathways to employment, improving accountability performance and advocacy capacity and

renewing the Advisory Committee through adaptation of the governance structures and processes. Additional suggestions included increasing awareness of WETT in communities, increasing adult learning opportunities, and increasing opportunities to strengthen parenting skills. The review provided 32 recommendations for further improvement and proposed a greater focus on partnership with others towards achieving those changes.

CDU staff report that the review recommendations require additional and new planning processes and some governance reform for WETT. This is a challenging process for all concerned and there is some concern around how to ensure the Advisory Committee retains ownership of both the process and the decision-making going forward. The CDU personnel are experimenting with additional methods to ensure good information is communicated to committee members, supporting their management of the changes moving forward.

The implementation of the review recommendations and the impact upon governance and ownership by Kurra and Warlpiri should be included as one aspect of the monitoring for this program over the next 12 months.

Willowra Early Childhood Program

WETT provided \$280,000 to Batchelor Institute to operate the Willowra early childhood project. This program aims to provide families in the community with early learning services for children aged 0 to 5 years. The program combines playgroup, early learning services and training in child care.

The reports for 2016/17 indicate that the project continues to function and provide a valued service in the community. There are indications that Yapa workers are growing in skill and confidence to manage the service.

The WETT review considered both the current service and the longer history of provision of child and family services in the Warlpiri communities. It noted that there was strong interest by Warlpiri in having early childhood services and other programs that support families. With World Vision Australia removing its service from all communities from 2017, there is now a gap in the area and one which, the review suggests, WETT may have some mandate to fill. At a minimum the review points to the need for WETT to support the four communities to maintain their own governance mechanisms in order that they can make their own decisions (and apply for the appropriate funding) about early child hood and family services in their location.

WETT Learning Community Centre Program

The Learning Community Centre is supported by WETT in the four Warlpiri communities. The intention has been 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 also important social assets. They are places for people to gather and pursue their own activities in a safe and appropriate environment.

In 2016/17 WETT allocated a further \$1,366,924.50 in funding for the Learning Centre program. This included \$940,500 to the Batchelor Institute of Indigenous Tertiary Education (BIITE) for its management of the Learning Centres in Lajamanu, Nyirrpi and Willowra for the period January to December 2017. A significant change to the funding for the Program in this period included a decision to allocate \$416,618 to the Warlpiri Youth Development Aboriginal Corporation (WYDAC) for the operations of the Yuendumu Learning Centre in 2017. WETT also allocated \$9,806 to WYDAC to upgrade the IT in the Yuendumu Learning Centre.



Picture 3: Mikalia Brown at WETT-funded art workshop in Willowra

As in previous reports, BIITE are able to point to ongoing achievements in the four centres in areas of both formal and informal learning for the period July to December 2016. Completion rates for formal training across all four communities were higher than in previous years. For all of 2016, 321 students have enrolled, and 47 students have completed qualifications. This represents an increase of 9% compared to 2015. The BIITE reports also identify some new and emerging ideas around how to provide learning services in the communities, including foundational local skills packages that contextualise learning to each community. BIITE report that this has led to a general increase in participation.

The informal use of the centres continues to remain high, with a total of 6,803 visits made across the four centres in 2016.

At the same time, the reports point to ongoing challenges. These particularly include problems with maintaining consistent staffing especially in the Learning Centre coordinator role. Challenges also include managing the tension between the delivery of formal and informal training.

Individual centre reports indicate that in the first half of 2017, the focus for the centres managed by BIITE has been on reinstating staff and creating stability (at the time of reporting this continues to be a challenge in Willowra, where the coordinator position is currently being advertised). This focus had led to closer cooperation between the Centre coordinators, the Warlpiri communities and Yapa staff. Particular strategies to support staff workloads and provide professional development for Yapa staff are being developed in each of the locations.

In Yuendumu in 2017, WYDAC commenced management of the Learning Centre. The report for six months for this centre indicates that WYDAC was developing an approach focused on strong local ownership. WYDAC is giving greater emphasis to informal learning and to development of partnerships with other organisations to promote a wider variety of learning opportunities.

The WETT review gave extensive attention to the learning centres. It noted that the centres are important community resources which address a significant intention of WETT - to promote opportunities for community and, in particular, adult learners.

The review identified that the learning centres ought to be developing different strategies and modes of operation which provide the best response to local strengths and local needs. Reliance on a single provider for formal training was seen as too restrictive. Rather, the review strongly recommended a focus on identifying the range of different learning needs and opportunities (and associated possible funding sources), and brokering these in different combinations with each centre. Towards this end, the review identified the value of increasing strategic partnerships and flexible management arrangements.

At the time of reporting, both WYDAC and BIITE were still understanding and responding to the review recommendations. An important consideration for the monitoring going ahead will be the degree to which the review recommendations, if accepted by WETT, change the current operation in each centre, and how this improves utilisation and outcomes from the centres.

WETT Youth Development Program

In 2016/17 the Youth Development program operated by Warlpiri Youth Development (WYDAC) continued in the four communities. WETT provided \$827,222 towards the program operation in 2016/17. In March 2017, the WETT AC recommended to Kurra AC to provide funding to WYDAC to run the Youth and Development program for an additional three years (2017 to 2019), for a total amount of \$2,776, 281. This was approved for funding in April 2017.

This program focuses 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.

The six-month report until December 2016 indicates that the programs in all locations continue to function effectively, enjoying high community engagement. There has been a consolidation of the youth development teams to ensure an improved consistency of service and provide support across the staff team. Figures for each community indicate increased numbers of diversionary activities provided and increased take up of those activities. As before, the most active service is the WYDAC team in Yuendumu, but the other three locations all report increased activity in the reporting period.

Highlights across the four locations include an increased focus on bush trips and cultural activities, in line with the direction given by the WYDAC Board. This includes, for example, a doubling of the cultural events made available for young people in Willowra.

A further highlight in the training and education pathway has been the diverse activities provided in the four locations to encourage young people to take up learning opportunities. This includes for example, the school re-engagement support being provided in Nyirripi, the increased focus on literacy and numeracy in the Lajamanu youth program, and the WYDAC collaboration with the Yuendumu Learning Centre, expanding access for young people in that community to learning options.

The WETT review notes that this service is both well-known and highly valued. The review records that the greatest satisfaction with the service is in the community of Yuendumu, but overall most participants are positive about the focus on diversionary and educational and training pathways for

young people. The review concludes that the service is both highly relevant to the intentions of WETT and is managed effectively.

The review proposes that future directions ought to include more focus on training and employment for young Warlpiri people. It also recommends support for the collaborative and partnership approach utilised by WYDAC, which sees its work with other institutions expanding. Finally, the review notes the need for some better identification of WETT support in WYDAC public communications.

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

In 2016 /17 WETT support continued to be provided for the country visit and elder program and the secondary school support program. The country visit and elder 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.

Within the financial year, WETT allocated \$93,500 to schools in the four Warlpiri communities for country visits and elder programs in 2017. It allocated \$440,000 for the secondary schools support program which included support to Bush schools and boarding schools in 2017. Beyond this, \$13,200 was provided to the Bilingual Resource Development Unit for Warlpiri schools to produce an e-learning resources in Warlpiri, and \$44,000 provided for maintenance and fuel for school vehicles.

The WETT review reports that respondents in all four communities were unequivocal about the significance of language and teaching in the schools. The Warlpiri language and cultural teaching emerged as one of the most highly supported priorities throughout the interviews. Respondents also identified it as a key priority moving forward.

Most of these were trips involving elders taking school children out bush: to learn about a place, the plants in a particular habitat, aspects of history and geography, and other topics of relevance. In this way we were able to develop an archive so that these records would not be lost. Rather than try to plan and make the same kind of trip happen, just for the sake of publishing a record of a trip, we used some records that were available. Sometimes we wrote up extra information about what happened, so that the text was improved....We know that later on people will take a lot of joy in identifying their family members and others who went on these trips, by looking at the photos in these booklets. (Bush Trips Mbularra Project, December 2016)

The review noticed that the effectiveness of the program has been restricted by the limited influence WETT has over schools. The review recommends establishing a stronger, more explicit partnership with the Northern Territory Department of Education to address this issue. This cooperation has commenced with a meeting between the WETT Advisory Committee and the Minister for Education in March 2017, focused on the importance of promoting Warlpiri language and cultures in schools. This is an important step towards leveraging wider influence for the WETT program.

The review also proposed new project areas including an E-resources project and curriculum development project (the latter recommendation would align Warlpiri curriculum inputs to the Northern Territory Department of Education adaptation of the Australian curriculum). Finally, the review identified the opportunity for this program to collaborate with the CLC Ranger program to support learning-on-country initiatives.

The review identified that the secondary students support program was considered important by those familiar with the program, but that generally there is a lack of awareness among boarding schools and families about the opportunity to use this resource. The review suggests that building and maintaining the profile for the service among boarding school staff is required and that this might be undertaken through partnership with an external organisation. Another possible solution would be increased support to those schools with a good track record of supporting Warlpiri students.

The review noted that increased use of boarding schools is likely to be seen by government and others as an option for secondary education for Aboriginal students and that the support provided by WETT has been in line with and possibly contributed to this trend. The review suggests that ongoing support in this area is in line with the overall intentions of WETT to support increased educational opportunities for Warlpiri.

Finally, the review also considered the secondary students support program for bush schools. This was identified as a highly successful WETT initiative. In particular, community members and school representatives identified the significance and the benefits of the out of community experience, English-language exposure and the opportunity to represent one's community, as important elements of this program. The review suggests that the program has been effective in enabling students to experience and engage with non-Warlpiri people and culture and share their culture with others. It has also supported transition to and retention at boarding schools.

Thank you WETT for giving us the money to go to Cairns this year, we have enjoyed being able to experience boarding schools to help in deciding a future schooling whilst also enjoying a totally different area to where we live. (Willowra senior class, Cairns excursion September 2016).

Xavier High School has been visiting Yuendumu, a town 300 kilometers northwest of Alice Springs, since 2010 as part of its immersion program. But this year, for the first time, Xavier hosted 15 students and four elders from Yuendumu. All the children were buzzing about the campus, the sound of their Warlpiri language beautiful to hear. "The kids sat and sang some songs to us in their language and it was very emotional for the Border Aboriginal people," "For the kids here, to be able to see how vibrant and alive Aboriginal culture is in this country, that's a really important opportunity. (Bush School Excursions, Yuendumu 2016)

The review suggests that this program should continue to receive WETT support.

The Tanami Dialysis Income Stream

The dialysis program provides remote dialysis services to meet the physical needs of Warlpiri people, while maintaining cultural and family connections. It is auspiced by the Western Desert Nganampa Walytja Palyantjaku Tjutaku Aboriginal Corporation (WDNWPT), based in Alice Springs. It services the communities of Yuendumu, Willowra, Lajamanu and Nyirripi and the homelands surrounding these communities. It has two remote sites, Yuendumu and Lajamanu. Both the regional service and the remote sites have received support from the Kurra Aboriginal Corporation through the successive stages of development.

In 2016 /17, \$604,904 was allocated to the dialysis services by Kurra AC. This included \$191,686 for the Lajamanu regional dialysis service, \$407,718.70 for the Yuendumu dialysis service, and \$38,500 to support the dialysis truck.

Table 4. Tanami Dialysis projects approved for funding in 2016/17

Community	Project	Organisation	Status	Objective
Lajamanu	Lajamanu Regional Dialysis 2016-17	WDNWPT	Approved	Health
Yuendumu	Tanami Regional Dialysis 2016-17	WDNWPT	Approved	Health
Nyirripi	Tanami Dialysis Truck	WDNWPT	Approved	Health

The project also receives funding from the Aboriginals Benefit Account (ABA) as well as funding from other sources. Significantly the service is now largely supported through Commonwealth Government funding for the base level of service. It is anticipated that from 1 July 2018 a new Medicare classification will ensure a sustainable funding model for the remote dialysis service into the future. This is an important example of the way in which support from Kurra for a service required by Aboriginal people has leveraged what is expected to be sustained government support.

The service continues to provide comprehensive services throughout the region. Reports from the Lajamanu centre for the year July 2016 to June 2017 indicate there were 757 dialysis treatments provided for 39 separate patient visits. During that time the service was fully utilised with no reported failure to attend scheduled dialysis appointments.

A significant addition to the service in Lajamanu is a private travel scheme organised by the Gurindji Corporation. This Association provides a driver and a vehicle to transport people from Kalkarindji to Lajamanu and back on dialysis days, and is run with funding from the Kalkarindji Community Lease Money community development income stream.

The Lajamanu service is wrapped around by additional support with local staff working in Lajamanu to help patients and their families and additional support staff in Darwin. There are regular three-monthly Darwin based meetings to ensure the Warlpiri patient voice remains strong in the project.

Both the Lajamanu and Yuendumu services are still reliant on Kurra funding for current service levels. For example, in Lajamanu the Kurra funds support the Social Support Worker and the Aboriginal Liaison Officer.

Reports about the mobile dialysis service, the Purple Truck, indicate that it has been active in communities in Willowra and Nyirripi. The funds provided by Kurra for this service are supplemented through additional philanthropic funding.

The Granites Mine Affected Area Aboriginal Corporation Income Stream (GMAAAC)

GMAAAC works across nine communities in the Tanami region, with the purpose of improving housing, health, education, employment and essential services; developing employment and training opportunities; and promoting Aboriginal self-management.

GMAAAC has seen a recent considerable increase in the funding stream and is now the largest income stream supported by the CLC CD program. In 2016/17 \$7,119,008 was approved for 75 projects (Table 5).

Table 5. GMAAAC Projects approved for funding in 2016/17

Community / Region	Project	Organisation	Status	GMAAAC Objective
Balgo	Sorry	AAMC	In progress	Health – Culture
Balgo	Ceremony	AAMC	In progress	Health - Culture
Balgo	Funeral	AAMC	In progress	Health – Culture
Balgo	Men’s Sport	AAMC	In progress	Health – Sport
Billiluna	Sorry	AAMC	In progress	Health – Culture
Billiluna	Ceremony	AAMC	In progress	Health – Culture
Billiluna	Men’s Sport	AAMC	In progress	Health – Sport
Billiluna	Women’s Sport	AAMC	In progress	Health – Sport
Billiluna	School Excursion	Kururrungku School	In progress	Education
Billiluna	School Culture Vehicle	Kururrungku School	Approved	Education
Ringer Soak	Ceremony Support	AAMC	In progress	Health – Culture
Ringer Soak	Funeral Support	AAMC	In progress	Health – Culture
Ringer Soak	Sorry Support	AAMC	In progress	Health – Culture
Ringer Soak	Sport and Rec	AAMC	In progress	Health - Sport
Lajamanu	Kurdiji operational costs, staff wages, vehicle	Kurdiji	Approved	Aboriginal self-management
Lajamanu	AFL NT Regional Development Program	AFL NT	Approved	Health – Sport
Lajamanu	Dialysis Nurse	WNDWPT	Approved	Health - Medical
Lajamanu	Families as First Teachers outdoor area upgrade	Lajamanu School	Approved	Education
Lajamanu	Improve Street lighting	CDRC	Approved	Essential services

Table 5. GMAAAC Projects approved for funding in 2016/17

Community / Region	Project	Organisation	Status	GMAAAC Objective
Lajamanu	Men's Sport Operational	Northern Warlpiri Sports AC	Approved	Health - Sport
Lajamanu	North Tanami Indigenous Protected Area digital story in Warlpiri	CLC IPA	Approved	Education
Lajamanu	Old People's Program (Bus with wheel chair lift and other equipment)	CDRC	Approved	Health - Culture
Lajamanu	Oval Maintenance and lighting costs	CDRC	Approved	Health
Lajamanu	School Nutrition Program	Lajamanu School	Approved	Education
Lajamanu	School Sports Academy	WANTA Aboriginal Corporation	Approved	Health - Sport
Lajamanu	Sports Weekend	Northern Warlpiri Sports AC	Approved	Health - Sport
Lajamanu	Ultrasound Machine and Ambulance	KWHB	Approved	Health - Medical
Lajamanu	Upgrade the softball oval (turf)	CDRC	Approved	Health - Sport
Lajamanu	Water Tanks at the Baptist Church	BUNT	Approved	Health - Church
Lajamanu	Women's Ceremony Area	CLC IPA	Approved	Health - Culture
Lajamanu	Women's Sport Operational	Northern Warlpiri Sports AC	Approved	Health - Sport
Lajamanu	Youth Safety Patrol vehicle	CDRC	Approved	Essential services
Lajamanu	Ceremony Support	AAMC	In progress	Health - Culture
Lajamanu	Funeral Support	AAMC	In progress	Health - Culture
Lajamanu	Sorry Support	AAMC	In progress	Health - Culture
Nyirrpi	Aged Care Bus	CDRC	Approved	Health - Culture
Nyirrpi	Men's Sport Operational	Nyirrpi Community Store Aboriginal Corp	Approved	Health - Sport
Nyirrpi	Women's Sport Operational	Nyirrpi Community Store Aboriginal Corp	Approved	Health - Sport
Nyirrpi	Men's Sport Bus R&M	WYDAC	Approved	Health-- Sport
Nyirrpi	Church Bus R&M	WYDAC	Approved	Health - Church
Nyirrpi	Church renovation	DRUPC	Approved	Health - Church
Nyirrpi	Outstation support	YKNAC	Approved	Housing - Culture
Nyirrpi	Community Workshop	Ngurratjuta	Approved	Essential Services

Table 5. GMAAAC Projects approved for funding in 2016/17

Community / Region	Project	Organisation	Status	GMAAAC Objective
Nyirrpi	Recreation Hall	To Be Confirmed	Approved	Health - Sport
Nyirrpi	Ceremony Support	AAMC	In progress	Health - Culture
Nyirrpi	Funeral Support	AAMC	In progress	Health - Culture
Nyirrpi	Sorry Support	AAMC	In progress	Health - Culture
Tanami Downs	Housing and Infrastructure Assessment Report	CAT	Complete	Housing
Tanami Downs	Ceremony Support	AAMC	In progress	Health - Culture
Tanami Downs	Funeral Support	AAMC	In progress	Health - Culture
Tanami Downs	Sorry Support	AAMC	In progress	Health - Culture
Willowra	Dialysis Truck visit	WDNWPT	Approved	Health - Medical
Willowra	Men's Sport Operational 2017	Wirliyarrayi Store Aboriginal Corp	Approved	Health - Sport
Willowra	Women's Sport Operational 2017	Wirliyarrayi Store Aboriginal Corp	Approved	Health - Sport
Willowra	Men's and Women's Bus R&M	WYDAC	Approved	Health - Sport
Willowra	Football Oval Fence	Tangentyere Constructions	Approved	Health -- Sport
Willowra	School Holiday Program	WYDAC	Approved	Education
Willowra	Recreation Hall	WYDAC	Approved	Health - Sport
Willowra	Mediation Program	CDRC	Approved	Health - Culture
Willowra	Outstation Road Grading	David Parkinson	Approved	Essential services
Willowra	Outstation Upgrade works assessment	YKNAC	Approved	Housing
Willowra	Ceremony Support	AAMC	In progress	Health - Culture
Willowra	Funeral Support	AAMC	In progress	Health - Culture
Willowra	Sorry Support	AAMC	In progress	Health - Culture
Yuelamu	Excavator for grave digging	CDRC	Approved	Essential services
Yuelamu	Aged Care vehicle	CDRC	Approved	Health - Culture
Yuelamu	Country Bush Trips Vehicle and R&M	Mt Allan School	Approved	Health - Culture
Yuelamu	Musical equipment	Mt Allan School	Approved	Education

Table 5. GMAAAC Projects approved for funding in 2016/17

Community / Region	Project	Organisation	Status	GMAAAC Objective
Yuelamu	Ceremony Support	AAMC	In progress	Health - Culture
Yuelamu	Funeral Support	AAMC	In progress	Health - Culture
Yuelamu	Sorry Support	AAMC	In progress	Health - Culture
Yuendumu	Dialysis Unit perimeter fence	WDNWPT	Approved	Health -Medical
Yuendumu	Civic Centre Project Fund	CAT	Approved	Essential Services
Yuendumu	Swimming pool operations 1 year	WYDAC	Approved	Health - Sport
Yuendumu	Community Op Shop and Laundry Support	Yuendumu Women's Centre AC	Approved	Essential Services
Yuendumu	YWC Vehicle, R&M and management costs	Yuendumu Women's Centre AC	Approved	Health - Culture
Yuendumu	Yawulyu Culture project	Yuendumu Women's Centre AC	Approved	Health - Culture
Yuendumu	2016/17 Community Video Production	Warlpiri Media	Approved	Education
Yuendumu	PAW Camera Purchase	Warlpiri Media	Approved	Education
Yuendumu	PAW Vehicle purchase	Warlpiri Media	Approved	Education
Yuendumu	Warlpiri Language & Cultural Centre Operational Support	Warlpiri Media	Approved	Education
Yuendumu	Business operational support	YKNAC	Approved	Essential Services
Yuendumu	Yuendumu Outstation R&M Support	YKNAC	Approved	Housing
Yuendumu	Men's Ceremony Shelters	YKNAC	Approved	Health - Culture
Yuendumu	Purchase of 12H Caterpillar Grader	YKNAC	Approved	Essential Services
Yuendumu	Healthy Dogs Project support	Warlukurlangu Artists	Approved	Health - Medical
Yuendumu	Baptist Church Repairs and Fence Upgrade	YKNAC	Approved	Health - Church
Yuendumu	Faith Walk Church Vehicle	Faith Walk Church	In progress	Health - Church
Yuendumu	Faith Walk Church music equipment	Faith Walk Church	In progress	Health - Church
Yuendumu	Teaching Kids Culture vehicle	Yuendumu School Council Inc	Approved	Health - Culture
Yuendumu	Softball Oval Upgrade	CDRC	Approved	Health - Sport
Yuendumu	Football Training Academy officers	WANTA Aboriginal Corporation	Approved	Health - Sport
Yuendumu	Purchase of Troop Carrier	WANTA Aboriginal Corporation	Approved	Health - Sport

Table 5. GMAAAC Projects approved for funding in 2016/17

Community / Region	Project	Organisation	Status	GMAAAC Objective
Yuendumu	Men's Sport Operational 2017	Yuendumu Magpies Football Club AC	Approved	Health - Sport
Yuendumu	Sports Weekend 2017	Yuendumu Magpies Football Club AC	Approved	Health - Sport
Yuendumu	Men's Trailer purchase	Yuendumu Magpies Football Club AC	Approved	Health - Sport
Yuendumu	Women's Sport Operational 2017	Yuendumu Magpies Football Club AC	Approved	Health - Sport
Yuendumu	Women's Trailer purchase	Yuendumu Magpies Football Club AC	Approved	Health - Sport
Yuendumu	Ceremony Support	AAMC	In progress	Health - Culture
Yuendumu	Funeral Support	AAMC	In progress	Health - Culture
Yuendumu	Sorry Support	AAMC	In progress	Health - Culture

Fig 4. GMAAAC Funding Approved by Objective

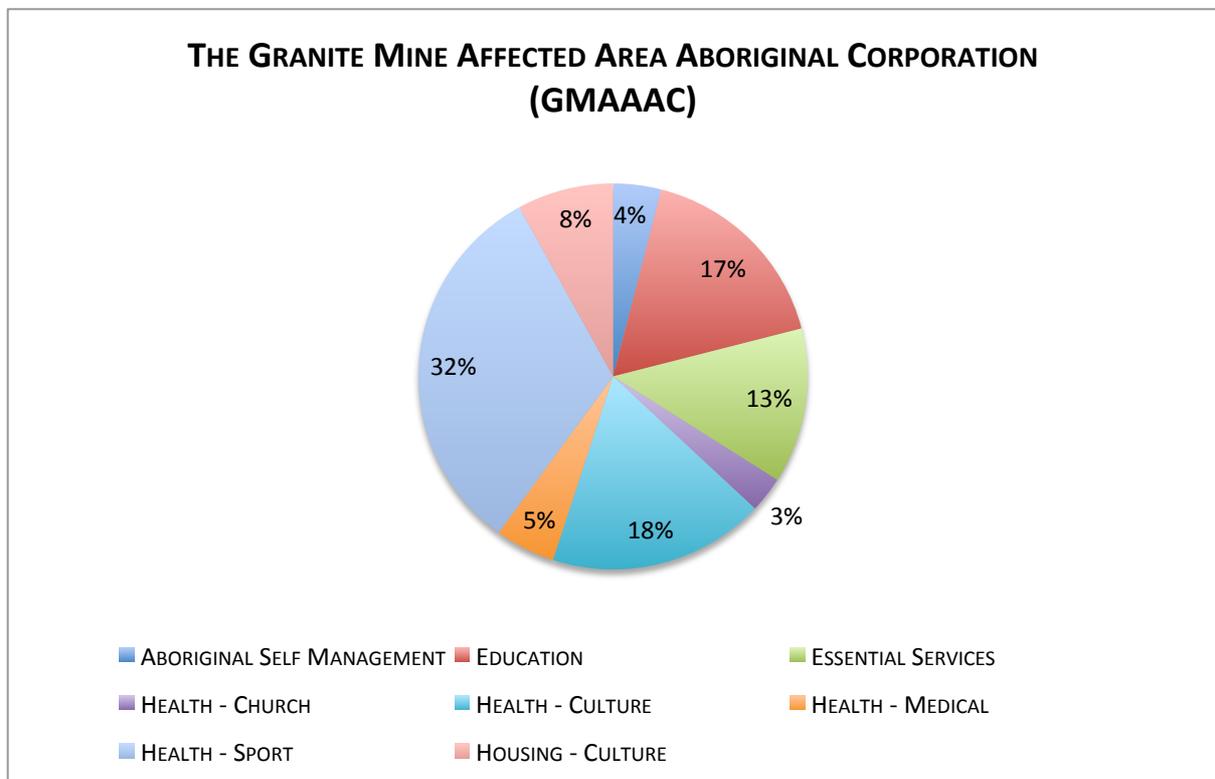


Table 6. Indicates that in the last half of 2016 and first six months of 2017, there were a range of community and committee meetings across the nine locations.

<i>Table 6. GMAAAC committee and community meetings 2016/17</i>						
	Committee Meeting		Community meeting		Consults	
Community	<i>Jul - Dec 2016</i>	<i>Jan - Jun 2017</i>	<i>Jul - Dec 2016</i>	<i>Jan - Jun 2017</i>	<i>Jul - Dec 2016</i>	<i>Jan - Jun 2017</i>
Balgo	0	0	1	1	0	1
Billiluna	0	1	0	2	0	1
Lajamanu	1	1	0	1	0	1
Yuelamu	1	1	0	1	1	1
Nyirrpi	1	1	0	1	0	1
Ringer Soak	0	1	0	1	0	1
Tanami Downs	2	1	1	1	0	1
Willowra	2	1	1	1	1	1
Yuendumu	1	1	0	1	1	2
Total	8	9	3	10	3	10

The monitoring in 2016 identified that the GMAAAC governance processes were largely well understood and operated strongly across the various communities. At the beginning of 2017 new committees were elected across all nine communities. Eighty-four committee members were elected, and in seven of the nine communities there is equal representation of men and women. The GMAAAC Directors, at the annual general meeting in October 2016, approved funding for a three-year Finance and Governance training program for the directors. This is directly linked with the expected increase in funding volume for GMAAAC. The training program will begin in 2018.



Picture 4: Mural in Willowra prepared by participant of WYDAC school holiday program

The monitoring in 2016 also identified a growing interest in larger and longer-term projects, in line with the anticipated increase in funding. In order to support this direction, all of the new committees were supported through an induction process, undertaking planning to identify the focus areas for their three-year term. Four of the committees started with a detailed planning cycle for 2017 and the other five will undertake this in the second half of 2017.

Reports from individual communities suggests that with the increased money, and the attention to planning, more projects are being undertaken and some larger projects are being planned. There are some challenges related to this. For example, in Yuelamu, where the committee has embraced the principle that projects will not be allocated to low capacity partners, it has been difficult to find sufficient partner organisations to undertake all the projects planned by the community. In other locations a risk has been identified that government services such as schools and health services might try to apply for GMAAAC funding in order to meet their budget shortfalls.

Despite these challenges, communities are continuing to use money to address some significant development issues. For example, in Willowra funding was allocated towards a community mediation group to address community infighting. The community has already identified some positive resolution of issues.

The scale of money available together with the large number of projects to be managed, creates challenges for the CDU staff. It is important that they are able to provide sufficient time and attention to ensure the information is available to the committees and that there is adequate time and space for good governance processes. CDU staff report that it has been very important to have experienced community development facilitators supporting community members to manage the changes in governance for GMAAAC.



Picture 5: The members of the newly elected GMAAAC committee in Lajamanu

More generally, the extensive project management which is now required often for larger scale projects, suggests that some attention should be given to additional discrete functions within the CDU team including specialist project management skills.

The Uluru-Kata Tjuta Rent Money Community Development Income Stream (URM)

This income stream 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 (Dockers 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.

Regional project

In 2016/17, \$1,240,604 was allocated to the following regional projects (Table 7). Some of this allocation will continue over a three-year time frame.

Community / Regional	Project	Organisation	Status	Objectives
Regional	URM Funeral support	AAMC	In progress	Funeral Support

Regional	Ara Irititja	Pitjantjatjara Council	Approved	Language and Culture
Regional	Bush trips for culture (3 yr)	NPY Women's Council	Approved	Language and Culture
Regional	Bush trips for culture (1 yr)	APY Land Council	Approved	Language and Culture
Regional	Bush trips for culture (1 yr)	Central Land Council	Approved	Language and culture

There has been extensive consultation and meetings around this funding source. In the reporting period there were six consultations with Traditional Owners, one meeting with Traditional Owners and two meetings of the working group.

As reported previously, 2015/16 saw a shift in the focus of the regional project. A governance review led to the establishment of seven project priorities and a new working group with delegated authority to plan projects against these priorities. This was designed to shift the focus away from people competing for resources for their own community, to projects more likely to create broad benefit.

The projects funded in this reporting period demonstrate this shift. In contrast to previous years, where funding was largely directed to outstation improvements and upgrades, the regional program now provides support to a range of projects focused around funeral support and cultural maintenance.

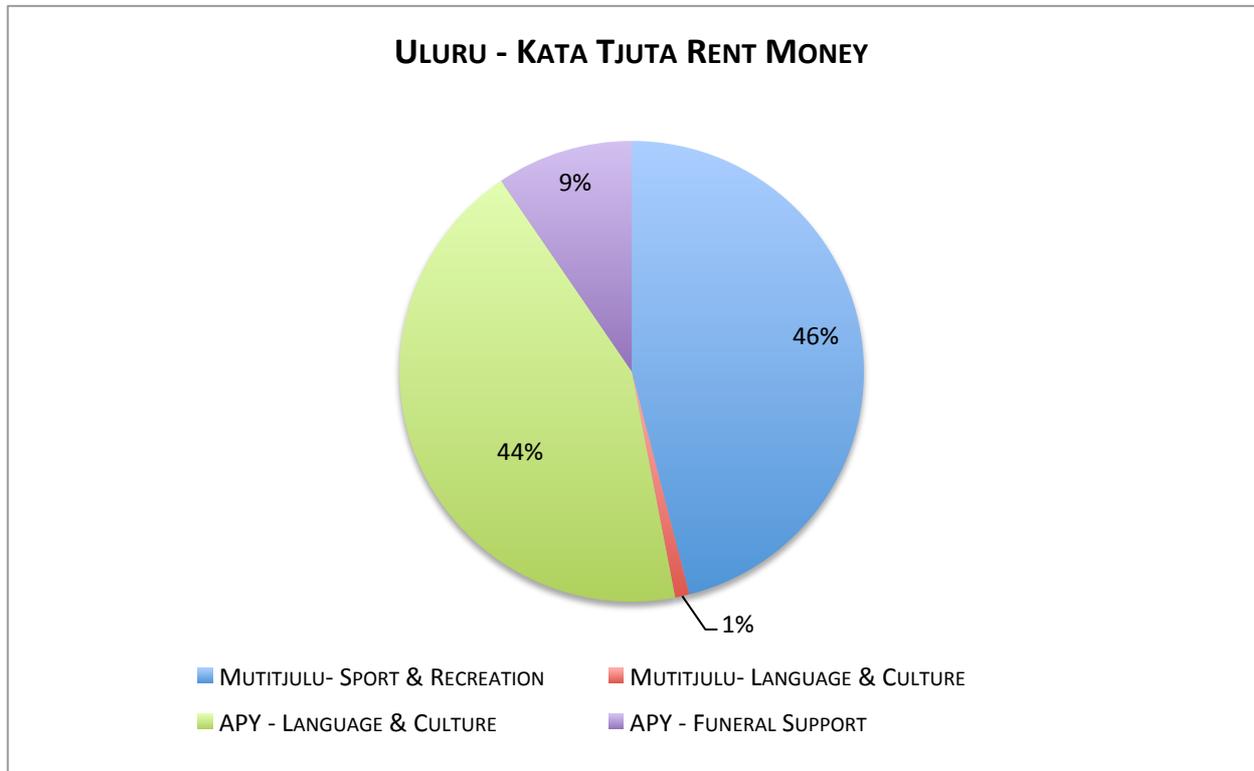
CDU staff report that there is strong participation in the working group and that it has been able to effectively explain decisions to Traditional Owners (TO). In turn TO have supported the planning process and given clear directions for the working group to follow. Reports indicate that people in these communities are proud of their process and the benefits which are starting to flow from project implementation.

Mutitjulu

In 2016/17, \$1,095,048 was allocated in Mutitjulu to the following projects (Table 8).

<i>Table 8. URM Mutitjulu Projects approved for funding in 2016/17</i>				
Community / Regional	Project	Organisation	Status	Objectives
Mutitjulu	Mutitjulu ceremony	Ngurratjuta/ Pmara Ntjarra AC	In progress	Language and Culture
Mutitjulu	Mutitjulu travelling ceremony	Ngurratjuta/ Pmara Ntjarra AC	In progress	Language and Culture
Mutitjulu	Pool operations	CASA Leisure	Approved	Sport and Recreation

Fig 5. URM Funding Approved By Objective



The governance arrangements in this community continue to be strong, with two meetings of the Mutitjulu Working Group in the reporting period. CDU staff report that there has been active participation in the working group. Reports indicate that people are proud of what has been achieved through previous projects such as the sports ground upgrade. Similar to previous reports, people continue to participate in planning and management of the pool.

Reports from the pool operations indicate that it continues to be a highly effective community service enjoying strong use by a range of community members, enjoying a successful and safe operation in the past year. Reports indicate there were 6,800 visits during the seven-month season. The 'Yes School Yes Program' continues to be successful in supporting school attendance.

On the other hand, it continues to be difficult to find local people to work as lifeguards, maybe in part related to the reluctance by young men in the community to work with children once they pass through Men's Business.

Northern Territory Parks Rent Money Income Stream (NT Parks)

The purpose of this income stream 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 income stream 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.



Picture 6: The Oliver family with their new mobile hotspot at William's Well.

NT Parks commenced in 2010 following several years of consultations with 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 projects.

In 2016/2017, the different groups approved funding for 26 projects with a total value of \$984,151 (Table 9).

Table 9. NT Parks Projects funded in 2016/17

Park	Project	Organisation	Status	Objective
East MacDonnell NP - Oliver	Williams Well Kitchen and Ablution Block repairs	Centre for Appropriate Technology	Approved	Other building construction/repairs
East MacDonnell NP – Oliver	Williams Well Hotspot Installation	Centre for Appropriate Technology	In progress	Information Technology
East MacDonnell NP – Ryder	Alyarpere (Shannon Bore) Soil erosion prevention	Col Stanton	In progress	Homelands

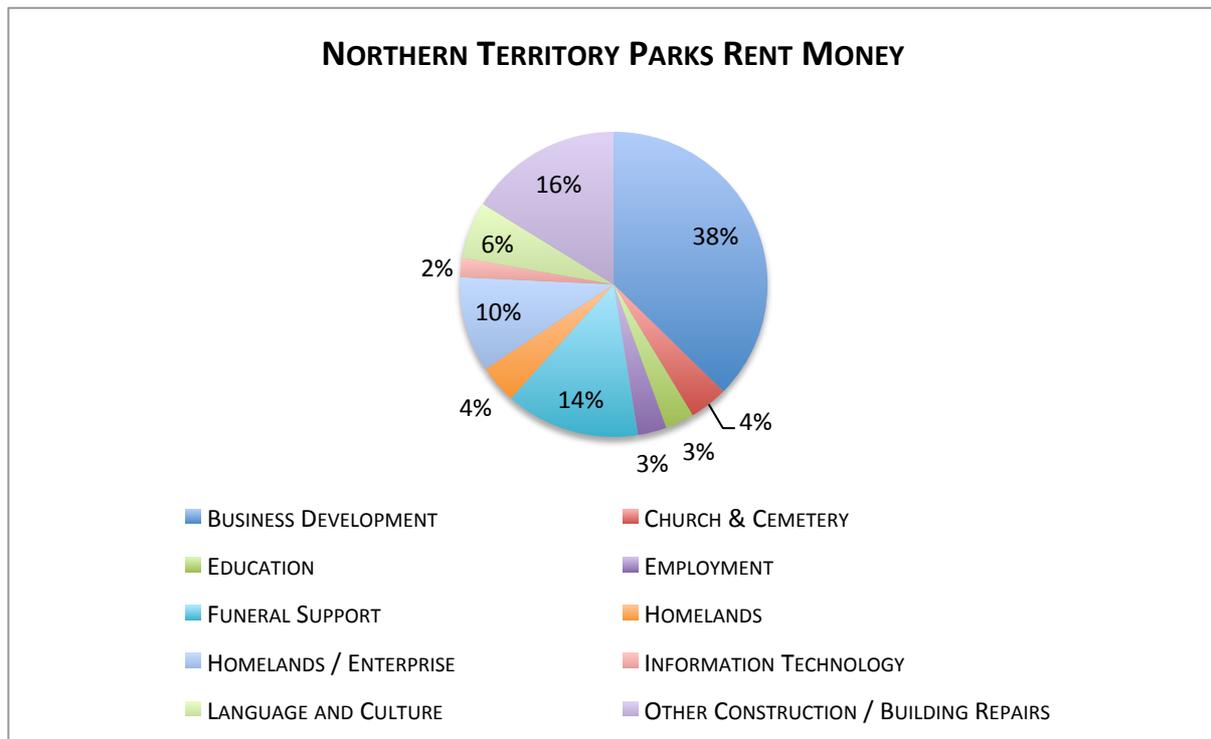
Table 9. NT Parks Projects funded in 2016/17

East MacDonnell NP - Ryder	Alyarpere (Shannon Bore) Rainwater and Storage	Tangentyere Constructions	Approved	Homelands
Finke Gorge NP - Inarlanga Latna	Old Station Garage	Tjuwanpa Outstation Resource Centre AC	In progress	Other
Finke Gorge NP - Inarlanga Latna	Akanta Garage	Tjuwanpa Outstation Resource Centre AC	In progress	Other
Finke Gorge NP - Palm Paddock	Motnas Outstation upgrades	Tjuwanpa Outstation Resource Centre AC	Approved	Homelands
Watarrka NP	Watarrka Education Program 2016/17	Ngurratjuta/Pmara Ntjarra AC	Approved	Education
West MacDonnell NP - Central	Tjoritja Central Ceremony Support	Ngurratjuta/Pmara Ntjarra AC	In progress	Language and Culture
West MacDonnell NP - Central	Tjoritja Central Education Support	Ngurratjuta/Pmara Ntjarra AC	In progress	Education
West MacDonnell NP - Central	Tjoritja Central Funeral Support	AAMC	Approved	Funeral Support
West MacDonnell NP - West	Tjoritja West Men's ceremony support	Ngurratjuta/Pmara Ntjarra AC	In progress	Language and Culture
West MacDonnell NP - West	Tjoritja West Education Support	Ngurratjuta/Pmara Ntjarra AC	Approved	Funeral Support
West MacDonnell NP - West	Inkamala Funeral Support (top up)	AAMC	In progress	Funeral Support
West MacDonnell NP - West	Mt Zeil Funeral Support (top up)	AAMC	In progress	Funeral Support
West MacDonnell NP - West	Women's Ceremony Support	Ngurratjuta/Pmara Ntjarra AC	Approved	Language and Culture
Davenport Range NP - Hatches Creek	Fencing Employment	Ngurratjuta	Approved	Employment
Davenport Range NP - Hatches Creek	Fencing and Cattle Yards	West Anurrete Land and Cattle Aboriginal Corporation	Approved	Homelands/enterprise
East MacDonnell NP Williams Family	Uluperte Housing repairs and maintenance	Araluen Plumbing	Approved	Other building construction/repairs
East MacDonnell NP Williams Family	Uluperte Housing repairs and maintenance	Centre for Appropriate Technology	Approved	Other building construction/repairs
Judbarra NP Pigeon Hole	Pigeon Hole Church Shelter	Katherine Sheds and Garages	Approved	Church and Cemetery
Judbarra NP Pigeon Hole	Pigeon Hole Church - Repairs and Maintenance	To Be Confirmed	Approved	Church and Cemetery
Judbarra NP	Funeral Support	Ngurratjuta Aboriginal Corporation	In progress	Funeral Support

Table 9. NT Parks Projects funded in 2016/17

Watarrka NP	Funeral Support	AAMC	Approved	Funeral Support
Watarrka NP	Repairs and Maintenance for Meeting Place	Tangentyere Constructions	Approved	Other building construction/repairs
Watarrka NP	Insurance and Public Liability for Meeting Place	Watarrka Aboriginal Corporation	Approved	Business Development
Chambers Pillars HR	Funeral Support (top up)	AAMC	In progress	Funeral Support

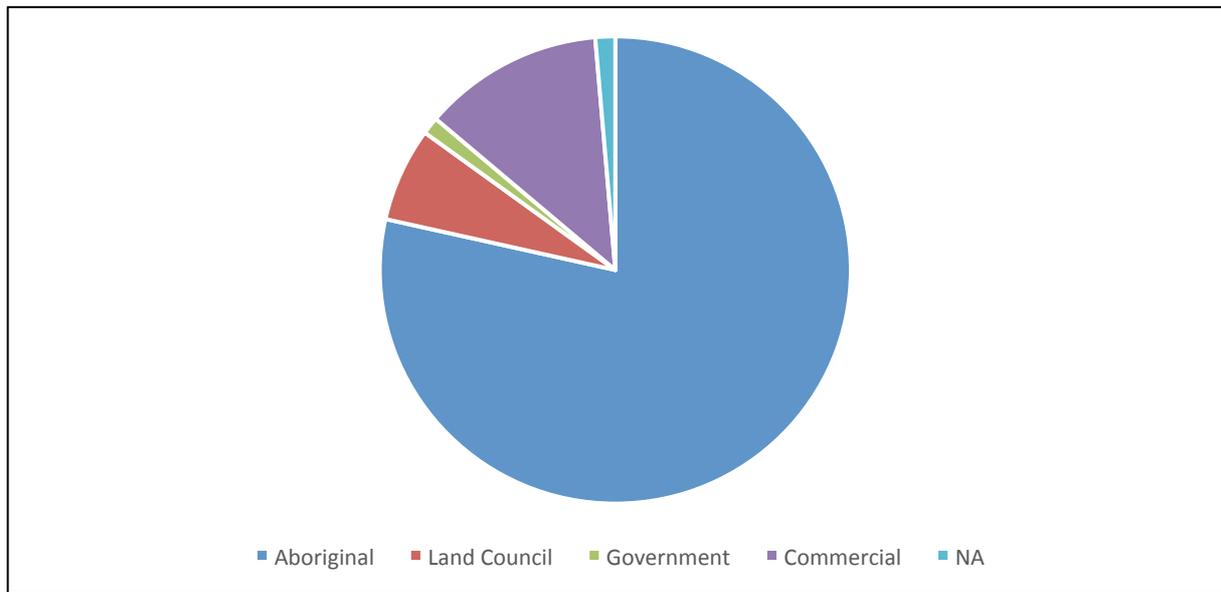
Fig 6. NT Parks Funding Approved By Objective



The actual money to each location is mostly a small amount. This has created some challenges around finding suitable implementing partners. Fig 7. Shows the range of implementing partners utilised by this income stream to date.³

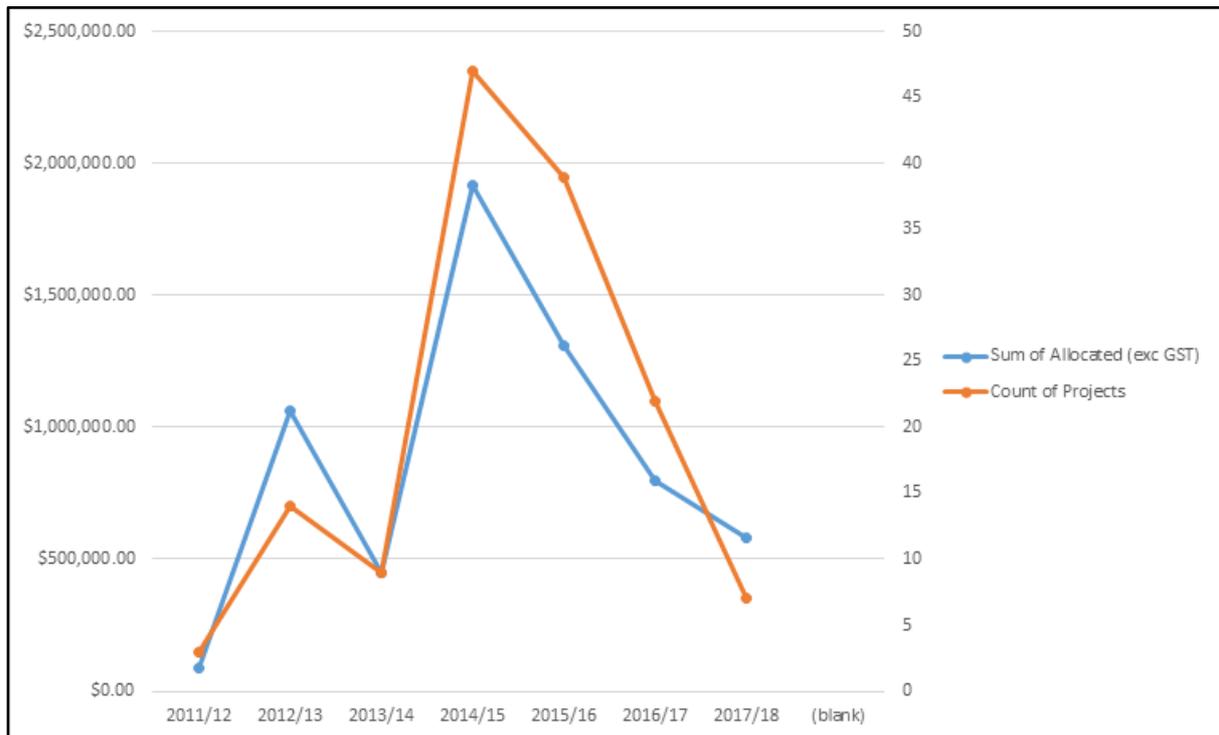
³ Note that the category for Aboriginal partners includes Aboriginal controlled construction companies and outstation resource centres, and as well as community based organisations.

Fig 7. Implementing partners for NT Parks income stream in 2016/17



The overall amounts being utilised by communities are now also decreasing as indicated by Fig 8.

Fig 8. NT Parks Allocation of funds and number of projects over life of the income stream (2010-2017)



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), however in most locations there seemed to be a high degree of satisfaction with the governance process and the anticipated community benefit. CDU moved to a regional approach in 2014, which matched the focusing of this income stream (see Fig 9).

This brought greater staff resources to manage the income stream, increasing the number of traditional owner and working group meetings.

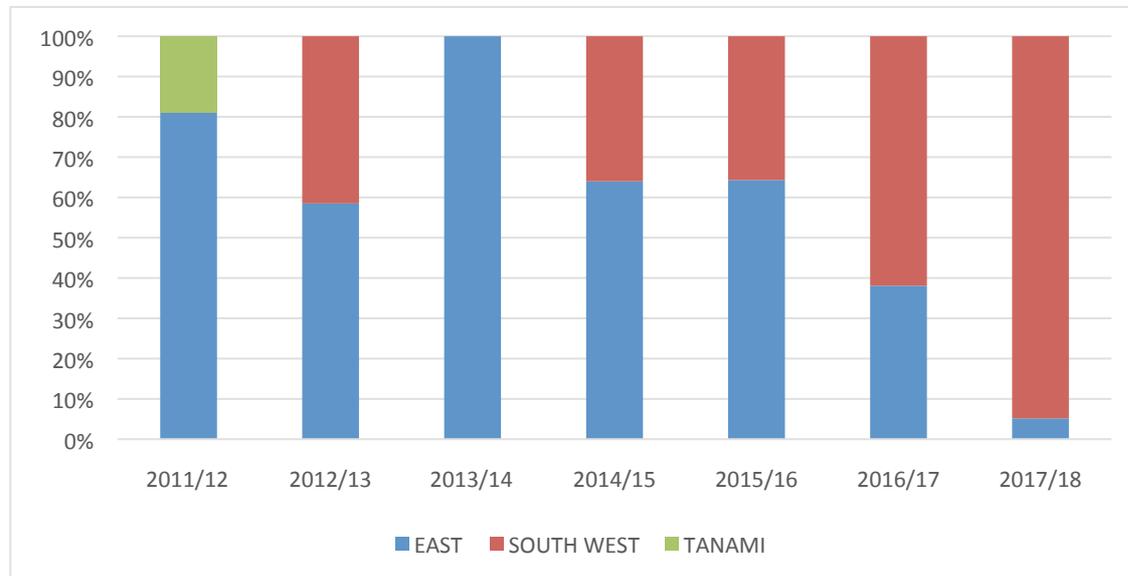


Fig 9. Funding amount for NT Parks per region

A particular focus since that time has been on improving governance arrangements, including encouraging groups to establish set terms for the working group membership and also encouraging groups to do longer term and more sustainable planning with their money. Supporting this focus, governance reviews were undertaken with Traditional Owners in 2016 to ensure ongoing focus on their priorities and strategies.

The figures for 2016/17 (Table 10) indicate that CDU continues to consult and meet extensively with people about this income stream.

Table 10. NT Parks Traditional Owner, Working Group and Community Meetings 2016/17

NT Park Rent Money Project	TO Meetings Jul - Dec 2016	TO Meetings Jan - Jun 2017	WG Meetings Jul - Dec 2016	WG Meetings Jan - Jun 2017	Consults Jul - Dec 2016	Consults Jan - Jun 2017	Total
Arltunga Historical Reserve	0	0	0	1	1	1	3
Chambers Pillar Historical Reserve	0	1	0	0	0	1	2
Dulcie Ranges National Park	0	0	0	0	0	0	0
East MacDonnell Parks	1	0	0	2	3	1	7
East MacDonnell Parks	2	0	0	0	2	2	6
East MacDonnell Parks	0	0	0	1	2		3
Ewaninga Rock Carvings Conservation Reserve	0	0	0	2	0	2	4
Finke Gorge National Park	1	0	1	0	3	0	5

Table 10. NT Parks Traditional Owner, Working Group and Community Meetings 2016/17

NT Park Rent Money Project	TO Meetings Jul - Dec 2016	TO Meetings Jan - Jun 2017	WG Meetings Jul - Dec 2016	WG Meetings Jan - Jun 2017	Consults Jul - Dec 2016	Consults Jan - Jun 2017	Total
Finke Gorge National Park	0	0	0	0	0	0	0
Finke Gorge National Park	0	0	1	1	0	3	5
Iyiltwelepentye / Davenport Range National Park	1	0	1	1	0	0	3
Judbarra/Gregory National Park	0	1	0	1	0	0	2
Judbarra/Gregory National Park	0	1	0	1	0	0	2
Judbarra/Gregory National Park	0	1	0	0	0	0	1
Karlu Karlu / Devil's Marbles Conservation Reserve	0	1	0	1	1	2	5
Kuyunba Conservation Reserve	0	0	0	1	0	1	2
Native Gap Conservation Reserve	0	0	0	0	0	0	0
Watarrka	1	3	2	3	0	4	13
West MacDonnell National Park	0	0	1		0	4	5
West MacDonnell National Park	0	0	1	1	0	3	5
West MacDonnell National Park	0	0	0	0	0	0	0
Yeperenye / Emily & Jessie Gaps Nature Park	0	0	0	1	0	2	3
Totals	6	7	7	15	12	26	75

Projects funded under this income stream generally have been focused around homelands and infrastructure. Reports indicate that many groups are interested in long-term commitment to their homelands, including an interest in ways to make the homelands economically viable. Significantly, many of the homeland and infrastructure projects have included local employment, increasing opportunities for economic viability.



Picture 7: Ethan Jones and Rex Morrison working on shelter at Karlu Karlu meeting place

Given the considerable amount of CDU staff time allocated to managing this income stream and the diverse nature of the funding spread across the 20 governance groups covering 16 parks, this program was chosen for additional monitoring for 2016/17. The purpose of the additional monitoring focused around understanding what people saw as the major benefits from their involvement in the community development process and projects. A secondary objective was to understand, as far as possible, people's views about the governance processes and how CLC had supported them in this.

In August 2017, six of the 16 Northern Territory Parks within the CLC region were selected to be the focus of additional monitoring. These included Watarrka (Kings Canyon), Ewaninga, Finke Gorge - Palm Paddock group, Tyurretye (West MacDonnell Range) western group, Karlu Karlu (Devil's Marbles), and the Davenport Range. As outlined in the methodology in Annex One, the intention was to interview a minimum of 10% of male and female Traditional Owners associated with each of these parks. A standard list of interview questions, structured to elicit Traditional Owners

understanding of the projects, their aspirations in terms of future funding, their opinions on governance processes and their perceptions of CLC's support were utilised across all interviews.

The following information summarises the major responses from each of the six locations.

Watarrka

Throughout the life of the income stream in this location there has been an evolution of the decision-making process. Separate family groups are now consulted, and they make decisions in their family group. This is designed to ensure equitable utilisation of the available funds. The focus for projects has been around homelands and outstations as well as education and the construction of a meeting place.

For this monitoring exercise, twenty-two people (12 men, 10 women) were interviewed, the majority of people were over the age of 50 years.

Feedback from the people interviewed indicates there are a variety of views held, which might reflect perceptions from different family groups and their different engagement with individual projects. The majority of respondents were positive about what had been achieved with the money, pointing to outstation improvements, education program and the meeting place development. However, not all participants knew about the projects or the source of funds for those projects.

We're strong on education. We're strong on outstation development, like upgrading existing power, extra water tanks on outstations. (Male community member)

People agree good things have come out of the projects: washing machines; meeting camp; Yarrinkga water; school program (Three female community members)

It's going alright. We were talking about that at the last meeting. We share the money with education mob [education funding]. (Male community member)

People saw benefit in outstation development and support for education for young people. Some respondents however felt very strongly that the money had not been well used and that either they or their families had not been well served by the distribution of funds to this point.

When outstations get money, when project finished. They should give other people a turn. We haven't had a turn. (Female community member)

There's been no benefits from any of these projects, none whatsoever. Not for our side of the family. (Male community member)

We haven't got anything from project money. Used by these other people. That's why we separate the groups, so we might get something from project money. Because our group we never get that. (Female community member)

When asked about future and long-term plans for the funds, people proposed a broad range of ideas. Most respondents did not seem to have given much thought about how money could be used into the future or how money might be pooled towards bigger activities.

If WG get together they might think of something....We need a park, swings for kids at outstations if families want them. (Female community member)

Watarrka is in a funny location. I don't reckon there's many opportunities or populations of people. (Male and female community members)

I haven't thought about what projects. That's the main thing that's in my mind is employing the young people. (Male community member)

Maybe spend on our young people for education. Maybe run a business when they grow up. (Female community member)

The decision-making process was reported to be of good quality by most of the respondents while some others felt that it had been insufficient and/or biased.

They [LC] ask if we want to do this, or this. I think it's been good for TOs. The way they want it [decision making] in their land because it's their money. They want to spend it in the right way. (Male community member)

They [CLC] ask, 'what do you want to do', TOs go quiet. LC puts out some ideas and TOs say, 'we'll go with that'. Then you've got a board [white board] of what everyone wants, but only a few can be funded. Little do they know it's a waste of time. There's a lot of money being wasted that could be put aside for something better that actually benefits the communities for the younger generations. (Male community member)

For most respondents the CLC was seen to have played a positive role, supporting community decision-making. This was consistent even among those people who were not necessarily happy with that decision-making process all the projects to date. There were several references to the individual CDU staff person, the role that he played and the relationship he had developed with people across the community.

It's the best program I've come across. And the way the CLC conduct meetings and consultations, I'm very happy. I know they've got a huge job. Communication is very good. is main stayer. Everyone gets on with him. (Male community member)

They've got shitty jobs LC. People are hard to find, hard to get a full complement of TOs. LC have their agenda and TOs have their agenda. If we can meet in the middle that would be good, which we usually do.

(Male and female community members)

Yeah, they push ngurraritja [Traditional Owners] to talk. They say, 'this is how you gotta run this place', and people can get up and say something. (Male community member)

They're there to help people. Yes, they help when government people come to the meetings. They talk on behalf of people. (Female community member)

Where people had criticism of the Central Land Council it was mainly because they wanted increased contact, either more meetings or more communications from the CLC staff. A small number of people were also concerned about the length of time taken to complete projects.

We want LC to tell us from the start to the end, like how it's going to finish when we choose a project. (Female community member)

I know it's hard for[CDO], but we've got to fit in to a lot of meetings. I know it's hard to separate functions of separate groups.Need a way to reduce toll on people. I know it's a nightmare, but three-to-four day meetings would be better. (Male and female community members)

LC needs to put out more information because last time I missed it because I didn't get any information from them. (Female community member)

Tyurretye – Western group

CLC staff reports for Tyurretye suggest that projects have moved steadily towards completion, with a focus on education work and some outstation repairs. The latter area is increasing in focus for this community.

In this location there were 13 interviews undertaken (six men and seven women). Most of these people were not working group members, which is important in regard to their knowledge of the projects and the associated governance processes.

Most, but not all, respondents reported mixed satisfaction with the projects and progress to date. While some people were able to identify how the money had been used and pointed to benefits from that use, other respondents either had limited knowledge or felt the money was used in the wrong areas.

I think that's a good idea for people who want to get back on country.....And these other ones, education, funeral and ceremony funds. I think they're good projects..... Also the Ceremony one, it's good to know there's funds available to help our kids go through law. (Male community member)

West macs, we're running it alright. We leave it for the kids to go to school, long way in Melbourne [education fund]; coffin money [funeral fund] to help the family; and when you're having business we spend the money to help the family [ceremony fund]. (Male community member)

We don't know anything about those projects (Female community member)

People did not appear to have given much longer-term consideration to how to use the income into the future or as a pooled source of funds.

Just gotta start from little stuff first. (Male community member)

Many people were dissatisfied with the decision-making process. There was a view that meeting processes were influenced by other problems and interactions within the community.

People coming in, not giving us a chance. Money is going one side. (Male community member)

I've been to a few, so to see that process go ahead, it's pretty straight forward. So sit down with project members and discuss who gets a project and from there they break away with that individual. Before that we look at the budget, how much is there, and yeah from there they choose a project. Pretty clear when the group sit down and talk so everyone understands where the money is going. (Male community member)

Nothing happening. Still the same every year. No talking, money just sits there.....Last year in LC [meeting]...They promise to keep on writing list all the time and nothing happens. (Male community member)

Despite this general dissatisfaction people mostly felt the CLC was there to help and was able to provide support in useful ways. While there were some negative comments about the CLC support this tended to be related to wider issues and possibly to sections of the CLC beyond the CDU.

What they're doing right now, I think they're doing their support. As for new ideas, there's still room for LC to support in different ways. It just goes back to people that LC is there and they know they can fall back to them. (Male community member)

They've been just doing the convening and supplying charts and things, show how much money has been spent. A history of what's been spent already and what's been allocated. That's a good way of showing people so they can see. (Female community member)

Generally, the CLC staff were seen as good and helpful people, although there were some criticisms related to insufficient information from CLC and the time taken for money to be available for the desired projects.

No, they're doing the best they can you know, trying to help us. (Male community member)

They never did ask, only for WG they used to invite us. It's been a long time, government's been giving money and they only give some for projects. They [LC] keep it. (Male community member)

Finke Gorge - Palm Paddock group

CLC staff reports suggest that the planning process in this community has been slow but that a strong working group has emerged who are managing and feeling in control of the process.

In this community six people were interviewed (four men and two women).

The small number of respondents appear to be frustrated and unhappy with the limited number of projects. The majority were unsure what had happened with their funds (possibly reflecting a frustration with the long time taken to negotiate some of the project arrangements, often outside CLC control). There was a view that money had not been spent on areas that were priority for people in the community.

We really don't know. (Female community member)

I'll tell you the truth, you can't get the answer because we're still waiting. (Male community member)

In contrast to this, people generally were happy with the decision-making process and felt that it worked well.

We WG, we got good people working with us. Some people asking a lot of questions, 'what's happening, when we going to use the money'? (Male community member)

People mostly felt that CLC was helpful and tried their best.

That's alright, they [CLC] understand, TOs. They only listen to what TOs need. (Female community member)

Yeah, I think they're doing their best to give us help. Like I said, sometimes when it's really hard things, they've got to come back. (Male community member)

Ewaninga

Staff reports for Ewaninga indicate that the focus has been on outstations and that these are being completed sequentially, utilizing the resources on one area at a time.

In this location seven people were interviewed (six men and one women).

People in the community who responded at the interviews seem to have a good knowledge about what is being funded and under what arrangements. Although some respondents were confused about where the money had come from and how it was being allocated.⁴

People are getting small demountables. That's good so they can go back and live there. (Male community member)

I thought the money was coming through other sources of funding. So yeah, I've been aware of all the projects that have happened at Urrermerne but not sure where the money comes from. (Male community member)

Overall, there seems to be satisfaction with the money continuing to go to establishing a new homeland and people are aware that this is being done in a fair way where everyone will eventually benefit. There are also some ideas about other areas that should be funded, particularly looking into the future.

More housing. Electricity going to everyone's house....We were talking about water, like pipes going out to every house. The north side hasn't got any water like we do on the south side. (Male community member)

Next lot of money will be person who's going after me. Cause every year there's enough money for one every year. Next one going after me next year. Just depends on whoever wants to move back there. (Male community member)

We want to build shelters first for all of us. Then afterwards we want to build up for business. We want to have a little vegetable garden, chook house, own eggs. Have our own cattle so we can have a little abattoir and sell it to people so it's more cheaper. (Female community member)

I think we need some sort of program so people can be working there and living there. At the moment there's just houses being built. (Male community member)

Most respondents thought that the decision-making process was working well. Although similar to other locations, there were suggestions by some respondents about how meetings and overall decision making could be improved.

Decision making is a good process. Most of the time it's the elders talking, making decisions, but we all try to do it. (Male community member)

Yeah, we've been trying to run things ourselves but there's too many yapping going on. (Male community member)

Yeah, but they [WG] need to come back and talk to the bigger group. We need to find out how much money was there, who got the money, what it's for, how long it's going to take, and who's going to be employed. (Male community member)

I try to get to most of the meetings. It's been a bit hard though, there's been a couple of different CDOs. [LC] Don't always get meetings happening and don't always get the core people that need to make the decisions. My mob move around a lot. There's a discussion at

⁴ This community also receives mining exploration compensation money that this group adds to their NT Parks income stream.

one meeting, then the people aren't there at the next meeting so have to have the discussion again. (Male community member)

I've felt that a lot of decisions are made outside of the meeting by family having their yarns. So by the time of the meeting the decision has already been made. And no one seems to have an idea about what we're going to do out there. There's no real planning. (Male community member)

By all means CLC are there for that. In saying that, I personally think CLC should be pushing the CD issue with my family. Develop the community, get people together and have a plan for the community. (Male community member)

People appear to be happy with the CLC support. There is a strong view that Traditional Owners make the decisions and that CLC is there to support and implement those decisions. Similar to other locations there are some concerns about insufficient communication from CLC about project management.

We tell them what we need, they don't ask us. (Male community member)

They've been good. They've been a letting everyone know. They've been letting the people that knows [the WG]. They tell the WG and plus they tell other people, like me you know. (Male community member)

They don't listen to us. When we tell them how long we going to wait for meetings and things. They have meetings when they want. (Male community member)

Karlu Karlu

In this location there were 11 interviews undertaken (four men and seven women).

People who responded to interviews in this location were positive about what they have achieved and what was likely to be possible in the future. Most people were aware of the projects and seem to feel some connection to the decision-making and the project benefits.

Its good thing they've built things for the three outstations.....It helps us, we got something there we can use, our Park money. Government can actually see we're doing something for our community, not pocket money. (Female community member)

I think it's good. Money side is good. People waiting for each other and know who needs stuff more than others. Everyone agrees to do stuff together. (Male community member)

We're happy that we spend rent money on things that we need. (Male community member)

So far everything we've asked for we've been getting things done. It's been a good help for us. Using it to go back to our land. (Female community member)

The people interviewed could not identify long-term plans for the funding. This is despite there being both long term and medium-term plans developed by the Traditional Owners of Karlu Karlu to support homelands and the associated specific projects.

Yeah, we was talking about that. My thoughts is like using a built of money to fix them houses. And when they're fixed we can start leaving it to grow. That's what I was thinking. (Female community member)

Maybe you know, it'd be good to set up money aside for some sort of program. Maybe school or education if they want to go away for schooling.....Or maybe set up Aboriginal ranger group for kids....It'd be nice to set aside money maybe once a year for a cultural event at Karlu Karlu. (Female community member)

Overall people reported that they controlled the decision-making and that they were happy with the process.

It was really good. It been work really good, that two meetings we had. (Female community member)

Its good, because that three tribes involved with the Karlu Karlu land. All get together and talk about these things, what should be done for this area. Can't just be one group. It's gotta be everyone involved in looking after sacred sites. I think it run pretty good with the older people. (Male community member)

Decision making is made by TOs, not by any staff. (Male community member)

Yeah, we all make decision. Like after meetings we maybe talk by ourselves, sort things out and maybe say yes or no. (Male community member)

It's been really good with our group. We always have really good meetings. We pick family for the money to go towards that. There's no arguing. Actually happy with our elders and we work together, young and old. But at the end of the day it's the elders decision. (Female community member)

Most people were happy with the CLC role although there were some suggestions that CLC could invest more time in the community, spending more time to talk to people. Sometimes this was in reference to activities outside the CD work.⁵

We make decision and they listen to what we want. They just listen to us and we make the decision. (Female community member)

They don't come to us, sit down and talk to us together so we know what's happening. (Male community member)

Sometimes they help and sometimes they don't really help. A couple of family members were talking about tourists footpaths. [LC was] Supposed to pick up members to be shown which way they [TOs] want that footpath, but they [LC] didn't show up. (Male community member)

Yeah, no real good. I'm happy when they're working with us you know. Everything's good. (Female community member)

This is a good idea to have someone like you coming round talking to people. Most people are a bit shy to talk in meeting, it's easier to talk to the person [one-on-one]. In most meetings they're fast [brief meetings], really quick and most of the people don't end up saying much. When we have a quick meeting it all happens before they [TOs] know. And then people might end up having argument and that. That's when it's a bit quick. Make them understand what's going on with the money and stuff like that. (Male community member)

⁵ Similar to previous monitoring findings, people do not necessarily distinguish the various sections in CLC and generalise their experience from one interaction to another.

Yeah, they've been really helpful in that way. Even if we want to find out information about other projects they just get the information on our behalf and come back with it at the next meeting. They've been really helpful in that way. (Female community member)

Davenport Range

In this location there were 11 people interviewed (eight men and three women).

People in this community knew something about the projects and mostly reported being satisfied with the benefits achieved.

Good for people, to use that money right way, for young ones. Use young ones. They might do fencing, renovate house. Learn them, get them out of town. We want them to go back to community where it's nice and peaceful and no alcohol. (Female community member)

Yeah, look they just got building up round the community, make it good for people coming out during work. Like Aboriginal rangers. (Male community member)

I'm not sure, but like here, we did a meeting area here with flushing toilets and shower. They built a shed, but it's not really that good. Spent \$100k and didn't get a lot out of it. (Male community member)

Similar to other locations, people in this community were giving some attention to long-term ideas but these were broad and unformed.

Well you think we could get a little bit of fencing gear with the money?.....Building a stockyard..... Get them young fellas back from the grog, back here. (Two male community members)

There is other projects. Because we've got a corporation running out here. We wanna see kids getting out on the homeland. We want to target kids 16-18 years. They're falling into bad things, drinking in town. We could teach them how to weld, teach them so they've got life skills. They don't have nothing. We want to do something that targets kids. Do numeracy, literacy. (Male community member)

Most respondents reported that they felt in control of decision-making, although the actual processes were not entirely clear to all respondents.

We talk among ourselves. If you just talking to yourself other people don't like the idea (Male community member)

They [CLC] find whoever do contract.....But TOs always gotta be there just in case. Keep an eye on... Male community member)

At the same time there was some concern by some respondents that CLC needed to give this area more attention.

Nah, because we're remote they rarely get out here. I think they focus on closer to town and the remote people get left out..... And when we do call they're [LC] never in the office. (Two male community members)

Discussion

Given previous monitoring, which indicated a trend towards increasing satisfaction with the NT Parks projects, these results present a more mixed experience across the six communities. Furthermore, despite a particular focus on the working groups and a plan to establish good governance processes in each location, indications are that there continue to be some challenges in different communities around how decisions are made and who feels included in that process.

The monitoring also suggests that in few of the communities have people been able to shift their thinking to more detailed long-term planning.

While most people perceive that CLC supports them in gaining benefit and making good decisions, there are some locations where people are less satisfied with the CLC role.

It seems likely that the size of the projects is influencing some of these results. People consistently prioritise projects related to homelands, funerals, and education and employment for young people. However, with the limited funds available, not all the ideas are able to be supported and inevitably people are going to feel disappointed and that they have not benefited as expected.

Further, it seems that the people in the working groups are generally more positive about the process. But beyond this there has been insufficient time and contact with people in the various locations to extend that information and engagement. Despite additional staffing resources, there is limited contact with any one community, and in most locations there are no other income streams that would overlap with NT Park governance processes and reinforce the community development approach. Also with the large number of locations there is limited opportunity for consistent engagement with the CDOs.

CDU staff report that meetings are usually very focused on technical issues and there is therefore limited time to address wider dynamics or to focus on supporting individual people's ability to assess and engage with the community development and decision-making processes.

The mixed result from this income stream after some years of operation, taken together with these additional considerations, suggests that where there is limited resources and opportunity for substantial engagement it may mean that anticipated changes in governance capacity and motivations may be only partially achieved, or might move more slowly than for other income streams and locations.

Community Lease Money Income Stream

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.



Picture 8: Andrew Alice working on house construction in Urrermerne

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, indicating 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. This was intended to support enhanced engagement with communities around both their

decision-making process and their allocation of funds. In 2014, 89 projects were funded. In 2015 there were 74 projects funded.

In this reporting period, with much of the funding already allocated to projects, fewer new projects are being funded. Table 11 outlines the 29 new projects that had funding approved in 2016/2017 for a total amount of \$992,816.

Table 11. CLM projects approved for funding in 2016/2017

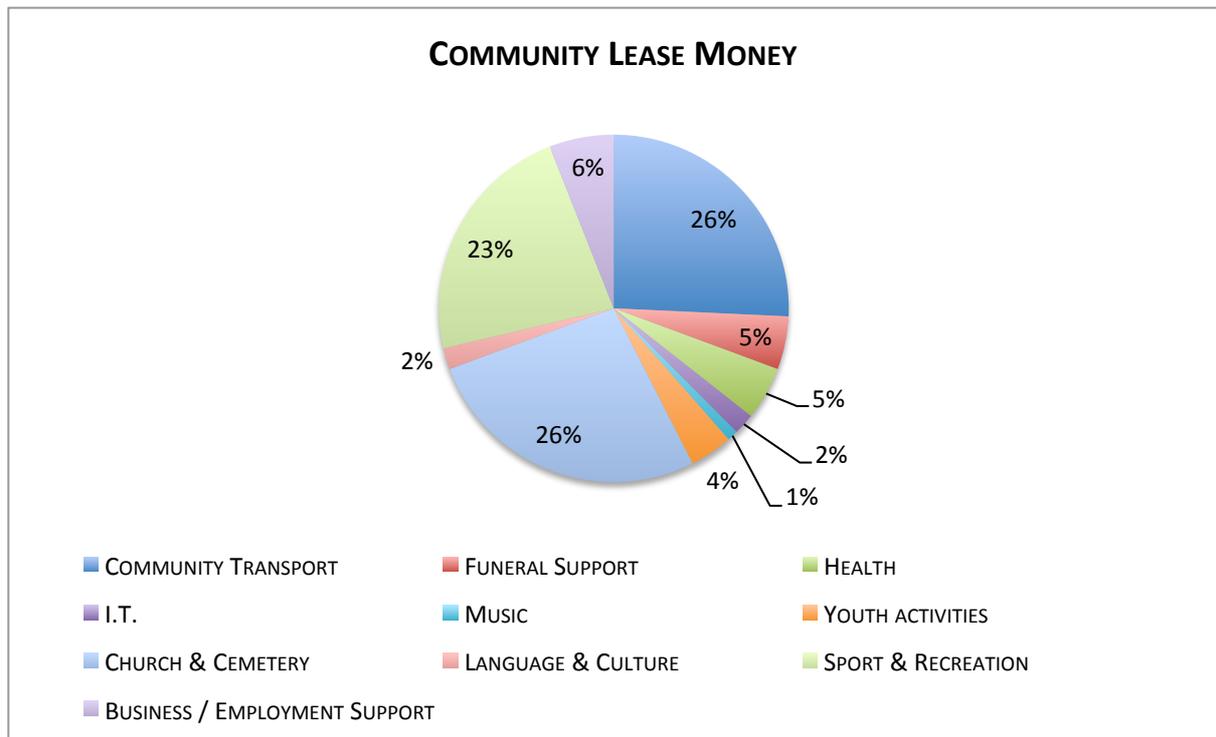
Community	Project	Organisation	Status	Objective
Alpurrurulam	Church repair and maintenance	Ben Olschewsky	Approved	Church upgrades and cemetery
Arlparra	Baptist Church	Arid Edge Environmental Services	Approved	Church upgrades & cemetery
Atitjere	Church equipment	Atitjere Homelands Store AC	In progress	Music
Engawala	Community Improvement	Tangentyere Constructions	Approved	Community Transport - General Purpose
Engawala	Sports Carnival	Outback Stores	Approved	Language and Culture
Imanpa	Church Construction	Tangentyere Constructions	In progress	Church upgrades & cemetery
Kalkarindji	Basketball Court Development ⁶	Gurindji Corporation	Approved	Sports grounds, sport and recreation
Kaltukatjara	Ceremony Support	Ngurratjuta/ Pmara Ntjarra AC	In progress	Sports grounds, sport and recreation
Kintore	Western Desert Sun Festival	Pulikutjarra Store AC	Approved	Language and Culture
Kintore	Walungurru School Excursion 2016	Tanami Group Schools	Approved	Information Technology
Laramba	Sport Project	Laramba Community Store Aboriginal Corp	Approved	Sports grounds, sport and recreation
Laramba	Community Bus R&M	Laramba Community Store Aboriginal Corp	Approved	Community Transport - General Purpose
Laramba	Laramba Football Fees	AFL NT	Approved	Sports grounds, sport and recreation
Nyirripi	Men's Sport Fuel Project	Nyirripi Community Store	Approved	Sports grounds, sport and recreation
Titjikala	Community Bus R&M	Ngurratjuta/ Pmara Ntjarra AC	Approved	Business/ employment support

⁶ This project was approved in April 2016 but has not been included in the previous monitoring report

Table 11. CLM projects approved for funding in 2016/2017

Community	Project	Organisation	Status	Objective
Titjikala	Church renovations	Tangentyere Constructions	Approved	Funeral Support
Titjikala	Church equipment	Finke River Mission	Approved	Funeral Support
Yuendumu	Church Vehicle	Assembly of God	Approved	Community Transport
Yuendumu	Vehicle R&M	BUNT	Approved	Community Transport
Yuendumu	School Nutrition Support	Yuendumu Women's Centre	Approved	Health
Epenarra	Easter Church Service		Approved	Church
Tara	Church equipment	Finke River Mission	Approved	Church
Alekarenge	Wifi Hotspot	CAYLUS	Approved	Information Technology
Alekarenge	Youth Program	CAYLUS	Approved	Youth activities
Alekarenge	2017 Football Team Registration	AFL NT	Approved	Sports grounds, sport and recreation

Fig 10. Community Lease Funding Approved By Objective



Communities are choosing to allocate the money to a broad range of activities. Many previous projects funded tangible activities, often repairs or construction related to existing community facilities. Some of the more recent allocations indicate that communities are using their remaining funds for a wider range of benefits including language and culture and employment support.

Notwithstanding the reducing funding, CDU reports indicate that in a number of the communities the governance is strong and that the community committees remain active and focused on ensuring good accountability for the use of the money. This includes communities being able to address failure by partner agencies to deliver on projects and also to address failure by community members and leaders to act for the benefit of others.

CDU are still engaged in a wide number of meetings and community consultations (see Table 12) to support ongoing project management and implementation for this funding stream.

Table 12. Community and working group meetings and consultations to support CLM governance.

Community	WG Meetings		Community Meetings		Consults	
	Jul - Dec 2016	Jan - Jun 2017	Jul - Dec 2016	Jan - Jun 2017	Jul - Dec 2016	Jan - Jun 2017
Ali Curung	0	3	0	1	2	2
Amoonguna	0	0	0	0	0	0
Ampilatwatja	0	0	0	0	0	0
Areyonga	0	0	0	0	0	0
Arlparra	0	0	1	0	0	0
Dagaragu	1	1	0	1	0	0
Haasts Bluff	0	0	0	0	0	0
Ntaria	0	0	1	1	2	2
Kalkarindji	1	1	1	1	0	1
Kaltukatjara	0	0	0	0	0	0
Kintore	1	0	0	1	0	0
Lajamanu	0	1	0	0	0	1
Mt Liebig	0	0	0	0	0	0
Nturiya	0	0	0	0	0	2
Nyirripi	1	0	0	1	0	1
Papunya	0	1	0	1	0	1
Pmara Jutunta	0	1	0	0	0	1
Santa Teresa	1	1	0	0	1	1
Wallace Rockhole	0	0	0	0	0	0
Willowra	1	0	0	0	0	0
Yuelamu	0	0	0	0	0	0
Yuendumu	1	0	0	0	1	0
Alpurrurulam	0	1	0	0	0	0
Atitjere	0	0	1	0	0	1
Engawala	1	0	1	0	0	0
Imangara	0	0	0	0	0	2
Imanpa	1	1	1	1	2	2
Laramba	0	1	0	1	0	1
Tara	0	0	0	3	2	2
Titjikala	0	0	1	0	1	2
Wilora	0	1	0	1	1	0
Wutunugurra	0	0	0	0	0	0

Table 12. Community and working group meetings and consultations to support CLM governance.

Community	WG Meetings		Community Meetings		Consults	
Epenarra	0	0	0	1	0	0
	9	13	7	13	12	22

Other Income streams

Alongside the six major income streams described above, the CDU also has responsibility for a number of small and emerging areas where Traditional Owner groups have decided to allocate their income to community benefit.

In 2016/17 this saw CDU continuing to work with six Traditional Owner groups to develop community benefit projects using mining exploration and investment income, with \$73,830 allocated to three new projects (see Table 13).

Table 13. Additional Projects funded 2016/17

CD Project	Project	Organisation	Status	Objective
Rover	Ngapamilarnu road grading	Tennant Creek rangers	Approved	Homelands
Twin Bonanza	Ngulupi Water Feasibility	Ride Consulting	Approved	Water Services
Twin Bonanza	Ngulupi Road Grading	Wirrimanu Aboriginal Corporation	Approved	Homelands

In addition, in 2017, CDU started working with the Western Outstations Enterprise Development Aboriginal Corporation who have allocated \$1.2 million to job creation, enterprise development and employment projects. In addition, the Kurinja Traditional Owner group allocated a significant proportion of their royalty income from the Tennant Creek to Mount Isa gas pipeline to community development. This group has established its governance arrangements and have prioritised improving infrastructure, education and tourism at the groups' homeland.

While this work is not connected to a major income stream, it still requires CDU staff to regularly engage with communities and Traditional Owners. As Table 14 indicates this engages CDU staff in several meetings throughout the year.

Table 14. Traditional Owner, Working Group and Community meetings and consultations to support other income stream governance

Project	TO Meetings		WG Meetings		Consults	
	Jul - Dec 2016	Jan - Jun 2017	Jul - Dec 2016	Jan - Jun 2017	Jul - Dec 2016	Jan - Jun 2017
Rover CD Project	0	0	1	2	2	3
Wangarri-Kari CD Project	1	0	1	0	1	1
Nolan's Bore CD Project	0	0	0	0	0	1
Areyn CD Project	0	0	0	0	0	0
Twin Bonanza	1	0	1	0	1	0

Table 14. Traditional Owner, Working Group and Community meetings and consultations to support other income stream governance

Loves Creek	0	0	0	1	0	1
Surprise Well	0	0	1	0	0	0
Urlampe CD Project	0	0	0	0	0	1
Purrutu Education CD project	1	0	0	0	0	0
Western Outstations Enterprise Development AC (WOEDAC)	0	0	1	0	0	0
Tennant Creek Pipeline	0	1	0	0	0	5
Potential future CD project	1	0	0	0	0	0
TOTAL	4	1	5	3	4	7

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 monitoring results for 2016 /17 present a range of contrasts.

The GMAAAC income stream appears to be now repositioned and moving strongly to become a significant source of income for Aboriginal people in the CLC region. Reports suggest the governance mechanisms have been considerably strengthened. This includes the new recently established and well supported working groups in each location. The governance arrangements for GMAAAC have built over time, learning lessons and adapting and changing. With the challenges of increased funding there are several risks for these governance arrangements, but there also seems to be potential for greatly increased Aboriginal control and decision-making. This will be an important area for future monitoring.

The evaluation of WETT has demonstrated the value of clear objectives, good planning and a long-term focus on building appropriate governance mechanisms. The achievements under this income stream have been independently verified as of good value and highly relevant to the needs and aspirations of the Warlpiri communities that it serves. This set of programs is now challenged by the review to maintain current gains and to go further including through partnership arrangements. This is likely to present new governance challenges and will require both CDU and Aboriginal people to develop new decision-making and management mechanisms. Similarly, this will be an important area for future monitoring.

Other areas reviewed in this reporting period have shown more muted change. The Northern Territory Parks income stream is now in its sixth year of project implementation but the results from the community monitoring suggests that decision-making and ownership in some locations has not developed as far as anticipated. It appears that the limited opportunity for sustained engagement by CDU staff, combined with the relatively small amounts available for projects in each location, mean that there is less focus on sustained governance change.

The CLM income stream reports improvements in governance, although previous CLM monitoring suggests that this might be associated with existing community strengths and cohesion. This existing capacity provides a good basis upon which to further develop governance processes through the CD work.

The reports for 2016/17 indicate that CDU has given considerable attention in all locations to supporting improved Aboriginal ownership, control and decision-making. However the evidence suggests that the best governance change is brought about where consistent resourcing is combined with clear objectives and long-term planning and support. In other locations modest gains have still been possible, particularly where the CD process is able to make use of existing strengths and relationships.

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 in 2016/17.

The most well-documented benefits for this reporting period are from the WETT income stream, in particular the projects directed at young people through the WYDAC program and the school support programs.

The dialysis program continues to provide consistent and high-quality health and social support for people and families.

More widely there is a consistent valuing by Aboriginal people of support for culture and for maintaining contact with homelands. Aboriginal people are also seeing benefit in a focus on education and employment across many projects, particularly where this is directed at young people.

There appears to be some emerging focus in the two larger income streams, GMAAAC and WETT, on longer term and more large-scale projects. This will be an important emerging area to track in future monitoring.

There are also some emerging risks which ought to be monitored going forward. There appears to be some risk, particularly in areas where there is increased funding available, that government services might seek to apply for these funds to address budget shortfalls. A further risk is the difficulty of finding suitable and high-capacity implementing partners for projects, particularly where these are in remote locations with relatively small resourcing. Poor partner performance can undermine people's confidence in the CD process and appears to add to people's lack of satisfaction with the benefits they are receiving.

Finally, there is an emerging challenge related to project management. If some communities begin to plan and implement larger scale and more complex projects, this may require CDU to recruit more specialist project management expertise. In turn this might require CDU to consider how to maintain a high-quality CD approach, including good quality working relationships, when multiple personnel might become responsible for one project.

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

2016/17 saw one major review, of the WETT income stream.

Notwithstanding limited resources, monitoring systems continue to be managed in the CDU. This includes extensive staff reporting from all regional teams.

There is regular feedback provided to Aboriginal people based on project outcomes as well as collated reporting. As noted in previous reports, with increased resourcing there would be extra opportunity to engage with Aboriginal people in both constructing and implementing local monitoring processes. Overall however CLC CDU continues to maintain a commitment to review and assessment of the services provided for Aboriginal people and continues to seek the views and perspectives of Aboriginal people for all areas of its work.

Monitoring for 2017/18

For future monitoring, it is clear that a considerable amount of resources is 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 in particular, 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, identifying the major benefits and learnings that have emerged.

As noted above, following the WETT review and the renewed governance processes in GMAAAC, both income streams should be subject to some additional monitoring in the coming 12-24 months.

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

CD staff presented on the WETT program at the APONT conference in March 2017. In addition, CDU staff have had ongoing and increased collaboration with other units of CLC in a collective development approach. They have continued to engage with other service providers, including government, to influence their approach.

Conclusions

The monitoring for the past 12 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.

CDU staff have evidence that adhering to community development processes has positive results in the long term, but that this needs to be tempered with a realistic assessment of what can be achieved where contact and resources are limited.

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 indicates that there is considerable change likely for some of the projects funded under this income stream. The coming 12 months are likely to be a time of change and considerable opportunity for learning.

Annex One: NT Parks Monitoring 2016/17

Background

The Community Development (CD) program of the Central Land Council (CLC) supports groups in Central Australia to work together to drive their own development. Traditional Owners and community members use their own resources generated by royalties; or compensation payments; and income from leasing of Aboriginal lands and national parks. CLC facilitates the set-up good governance structures, the identification of community priorities, planning for community benefits, selection of partners, and decision making by governance groups.

Every year, CLC commissions an independent monitoring report of the CD program. The report provides a general overview of the progress and performance of the program. Each monitoring report contains an in-depth focus on an important topic or income stream. For the upcoming Monitoring Report, which covers the period July 2016 until June 2017, the focus is on the NT parks income stream.

In 2010, the NT government agreed to pay an annual rent to the Traditional Owners of the 16 NT Park sites in Central Australia. In the same year, the CLC Council adopted resolution that stated that all income generated from these sites be paid only for the benefit of traditional Aboriginal owners of the land via community development projects

The lease income started flowing in 2011, with the first governance groups active in 2012, and the first community development projects identified. Now in 2017, the NT Parks income stream is well developed, with governance groups of Traditional Owners associated with all 16 sites. All these groups have undertaken several cycles of community benefit project planning and implementation.

Objectives

- Explore the benefits for Aboriginal people from their perspective
- Explore the ongoing development of governance processes in each community, looking to understand what has been achieved and why.
- Explore the views of Aboriginal people about the support provided to them by the CLC CDU.

Sample

For each community it will be important to have a large enough sample to get a range of views. Ideally we should aim for 10% of the community. The sample should have a gender balance as far as possible.

Often people like to talk in groups and this is fine. Please note the ages and gender of all group members involved in the discussion.

Ideally we would like to have the views of the TOs who are senior and most involved in the decision making AND a sample of the views of younger people who may not have as much direct involvement. CDU staff will advise on which locations where this might be possible.

Questions

First obtain peoples consent to be interviewed (as per Attachment one)

1. What do you know about projects funded by the NT Parks TO money?

If nothing, let me show you the photos of what's happened with NT Parks TO money, this might help you remember.

If yes, Great. And here are some photos of the NT parks TO projects—have we covered everything?

2. Looking at all of these different projects, what have been the benefits for people here?

If necessary please probe further:

- 2.1. Why are these benefits important?
- 2.2. What changes have they made for people?

If people mention improvements to homelands as one of the benefits please probe further:

- 2.3. Why are these benefits important for people?
- 2.4. What difference do these changes make to people and their future?

3. Looking ahead, what would you like to see in the future for this group?

If necessary please probe further:

- 3.1. What could be done with money in the future?
- 3.2. Are there bigger projects that could be achieved?
- 3.3. Should there be different things funded in the future?

4. Here is a photo of the people making decisions for the NT parks projects. What has been good about this process? How could we make it better?

5. How has CLC been involved in all this?

If necessary please probe further:

- 5.1. Has the CLC helped the decision making?
- 5.2. Have they helped with getting projects underway?
- 5.3. Have they supported the TO make their own decision?

Are there ways the CLC could improve the support it offers TOs?



Why am I asking you questions about the NT Parks Rent Project today?

The CLC Community Development Unit works closely with traditional landowners and communities to use rent from Northern Territory Parks and Reserves to do projects that benefit Traditional Owners and the communities in which they live.

To make sure that these projects are going well we collect information every year and write a report. The information collected is called monitoring and is collected in two ways.

1. Project Reports

This information is collected by our project partners and community organisations and given to CLC at the end of each year. It tells us how many Traditional Owners are involved in projects and what benefits are coming out of the projects.

2. Interviews about the project

We send a consultant out to communities to talk to Traditional Owners, as well as workers from organisations to hear what people are thinking about the NT Parks Project.

We then put all of this information together and give it to a person from outside of the CLC, who is trained in monitoring and evaluation. This person puts all of the information into a report and includes ideas about how to make projects stronger.

Why is Monitoring Important?

- It helps Traditional Owners and communities see if their money is being well spent.
- It can show how to improve projects as we go along.
- It can teach government and other agencies how to work better in Aboriginal communities and encourage them to put in their own money.

Your agreement

If you are interviewed your name will stay private so that you can feel comfortable to say what you really think about the Project, how decisions are made and how CLC is working with you and your community.

Do you agree to be interviewed for this monitoring?

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-month 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	