



**CENTRAL LAND COUNCIL**

**CENTRAL LAND COUNCIL**

**COMMUNITY DEVELOPMENT UNIT**

**The highs and lows of collaboration**

**CNTA 2024 CONFERENCE**

**Ian Sweeney**

**9 February 2024**



## COMMUNITY DEVELOPMENT (CD) WORK AT THE CLC

“For the CLC community development is a way of working that involves a set of principles and processes that build self-reliance and strengthen communities through the achievement of specific community objectives.

Community development objectives may range from improving health and education to the establishment of a community enterprise.”  
(CLC CD Framework 2009)





## CLC COMMUNITY DEVELOPMENT FRAMEWORK



COMMUNITY DEVELOPMENT FRAMEWORK  
2021 - 2026



- Developed in 2007 to provide clear guidance on how the CLC does development work.
- In 2016 the CD Framework was updated to incorporate the more recent literature and lessons learned.
- In 2021 the CD Framework was updated for the third time to more thoroughly incorporate constituents thinking of the program direction after two years of 'key informant' interviews on the program.



# COMMUNITY DEVELOPMENT UNIT GOALS AND OBJECTIVES

## Community Development Unit Program Goal

Aboriginal people are controlling the development of our communities, homelands and building a strong future for everyone.

## Objectives

1. To increase Aboriginal engagement, ownership and control over the development of our communities, homelands and futures.
2. To deliver development outcomes that are prioritised and valued by Aboriginal people, and that make a meaningful and sustained difference in our lives, communities, homelands and futures.



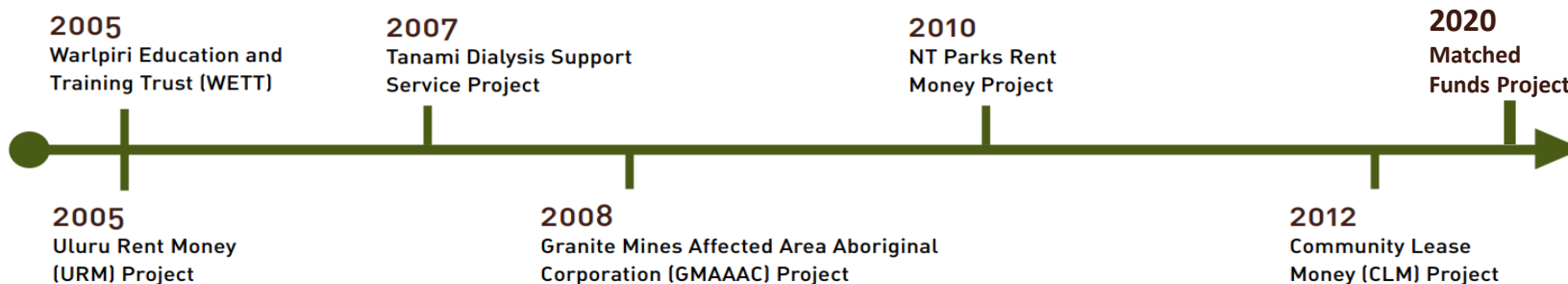




# CENTRAL LAND COUNCIL



## MAJOR PROJECTS TIMELINE



### Scale of operations:

Funds expended - \$1.8m  
Projects delivered - 20

Funds expended - \$16.3m  
Projects delivered - 350

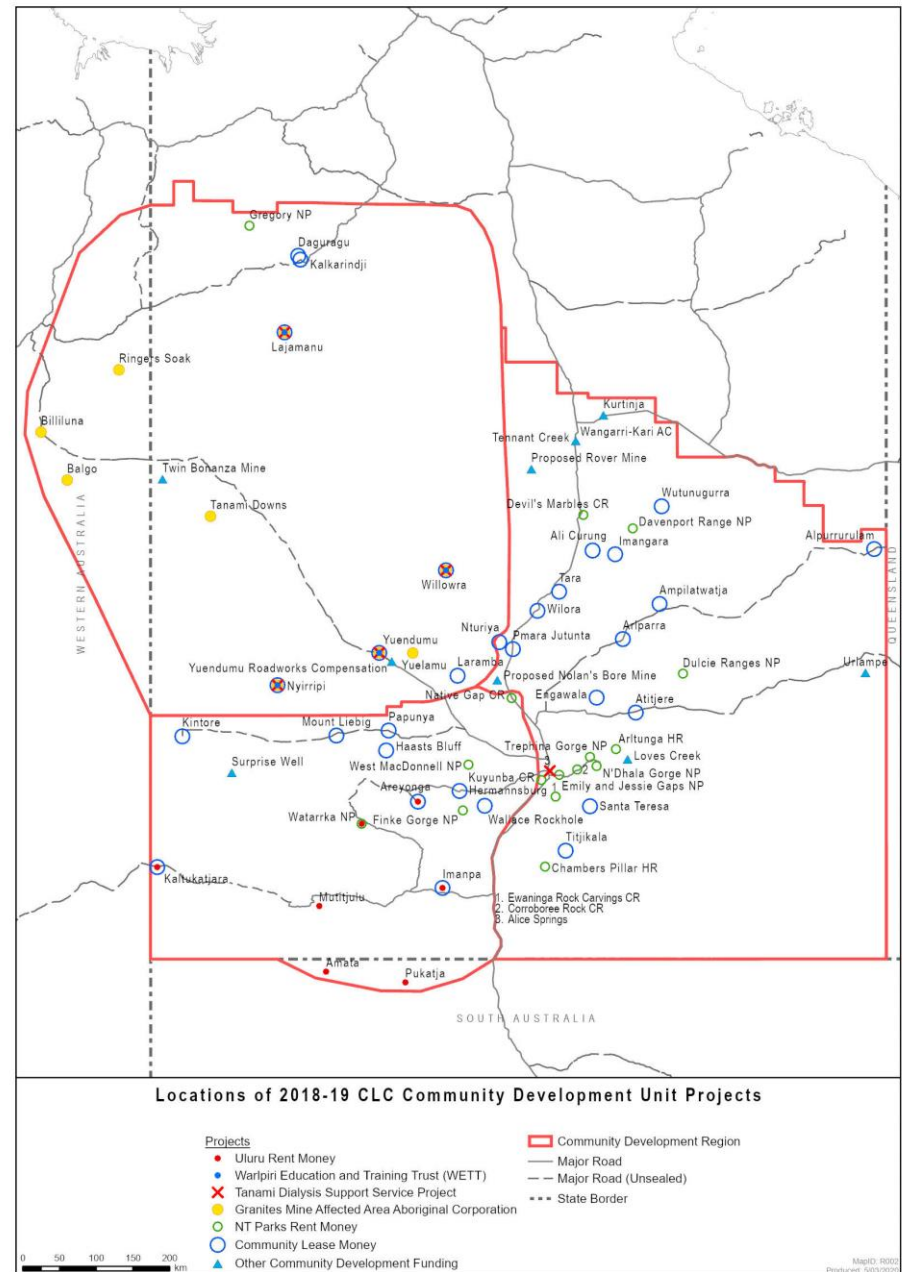
Funds expended - \$34.2m  
Projects delivered - 623

Funds expended - \$73.9m  
Projects delivered - 802



## CENTRAL LAND COUNCIL

- Over 35 communities, 60 Aboriginal groups.
- 7 major income streams.
- Since 2005 over \$245 million invested in 2,700 community benefit projects.
- 28 staff in CD Unit and support from other sections.





## 2022/23 Summary Statistics:

	2022/23
Meetings Inc. Consults	712
# of Contracts Entered / Executed	120
# of Contracts Completed & Reported	180
# of Projects Funded :	240
Value of Projects Funded :	\$33.8 million







# Local Employment



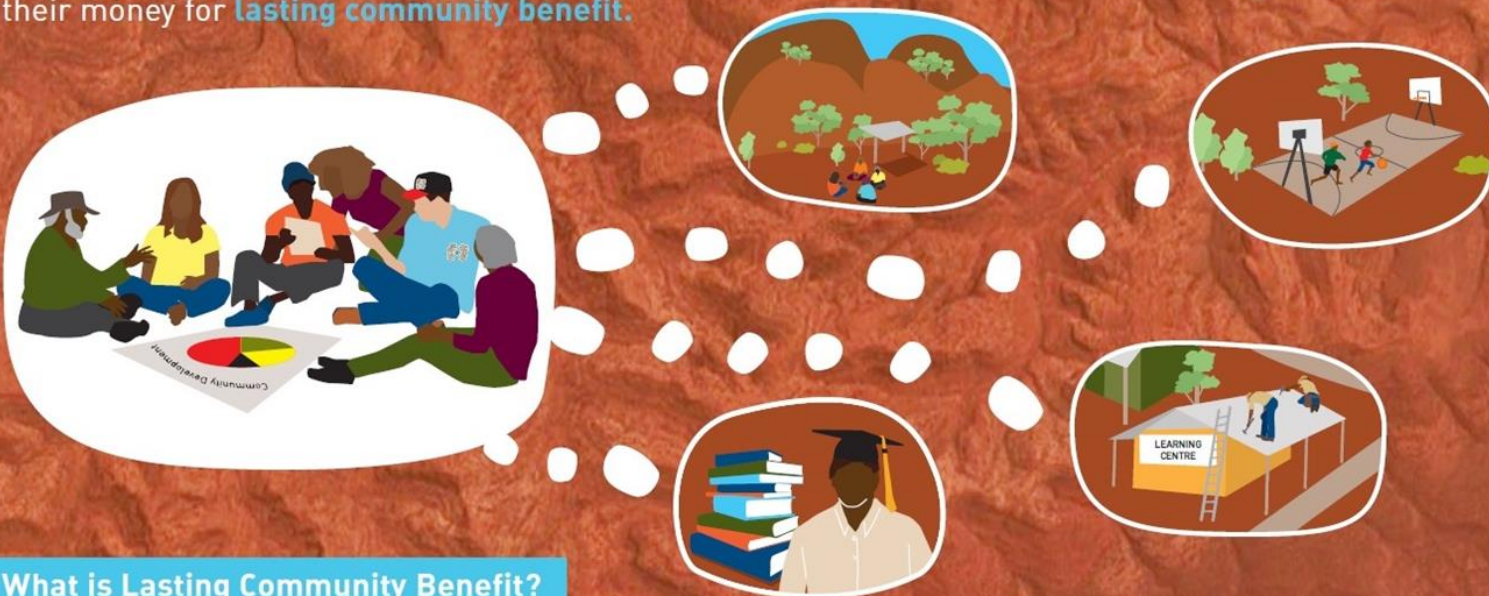
	2021/22	2022/23
Training		
Actual Non-Accredited Training Hours :	2,000	2,410
Actual Accredited Training Hours :	1,744	9,177
Boarding School Attendees :	41	58
Employment		
Actual Employment Hours :	24,962	28,170
Actual Employment Participants :	499	550





## Community Development

is the way the Central Land Council works with Aboriginal groups to build their knowledge and skills to manage their money for **lasting community benefit**.



## What is Lasting Community Benefit?

### Lasting

Projects that make life better, now and in the future.  
Projects that keep making good changes after the money runs out.

### Community

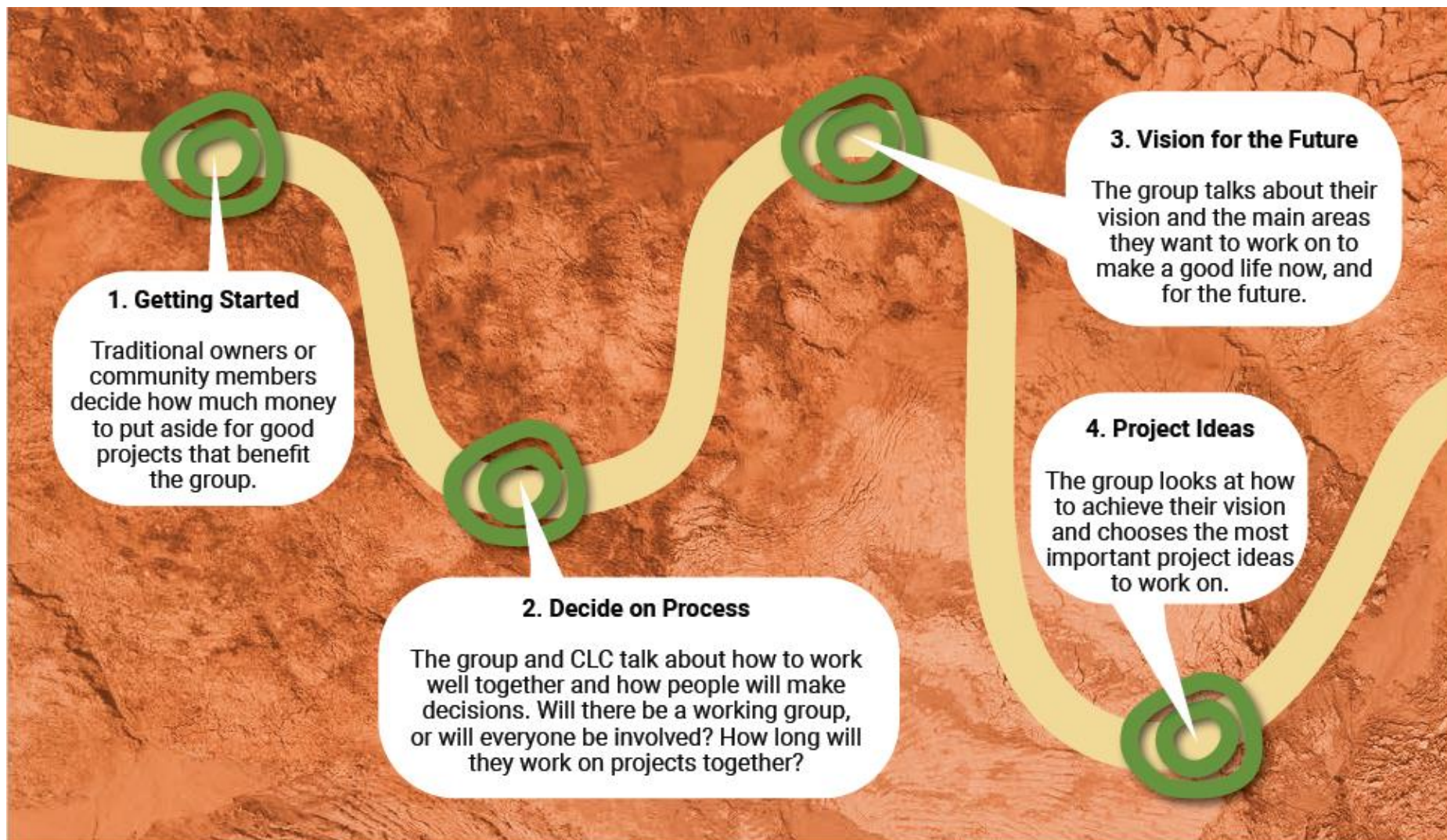
The whole group: young and old, men and women, especially the most vulnerable. Not individuals.  
Supporting all the families, not just one or two.

### Benefit

Good change, for example:

- Supporting Aboriginal self-determination and control,
- keeping language, country and culture strong,
- improving health, education, training,
- supporting employment and enterprise development.





# PLANNING FOR ACTION





## 7. Make the Agreement

The CLC makes a legal agreement with the project partner who agrees they will do the project as planned and budgeted.

## 6. Decide on Project

The CLC checks that the project plan is done the right way.  
The group decides if it fits with their vision and if they want to fund it.

## 5. Plan the Project

The group works with CLC to plan the project.

The plan shows:

- What the project will do?
- How the project will benefit people?
- Which project partners will be involved?
- How much it will cost?

# PROJECT HAPPENS!

## 9. How did it go?

The group and CLC ask:

- How did the project go?
- Did the project help achieve the vision?
- Was the money used the right way?
- Did people benefit?
- What can we do better next time?





# COMMUNITY DEVELOPMENT PROGRAM STRATEGIES



Uluru-Kata Tjuṯa National Park traditional owners with CLC staff member Katie Allen.

## 1. GOVERNANCE SUPPORT

Support good governance processes that prioritise participant knowledge and engagement and strengthen governance capacity including:

- Support effective governance for the management of land use income streams;
- Develop group governance capacity through an approach that supports two-way learning;
- Increase the involvement of younger people in Community Development program governance; and
- Support Aboriginal people to extend control of our own development beyond community development working groups.





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**Roseanne Ellis – Yeperenye  
traditional owner group**





## 2. PLANNING AND PROJECT MANAGEMENT

Facilitate effective and inclusive project planning, design, delivery and monitoring processes that enable participants to address shared challenges and achieve development goals including:

- Facilitate inclusive and informed planning among governance groups to identify development goals and design appropriate responses;
- Provide effective project management; and
- Maximise meaningful local Aboriginal employment and training outcomes.





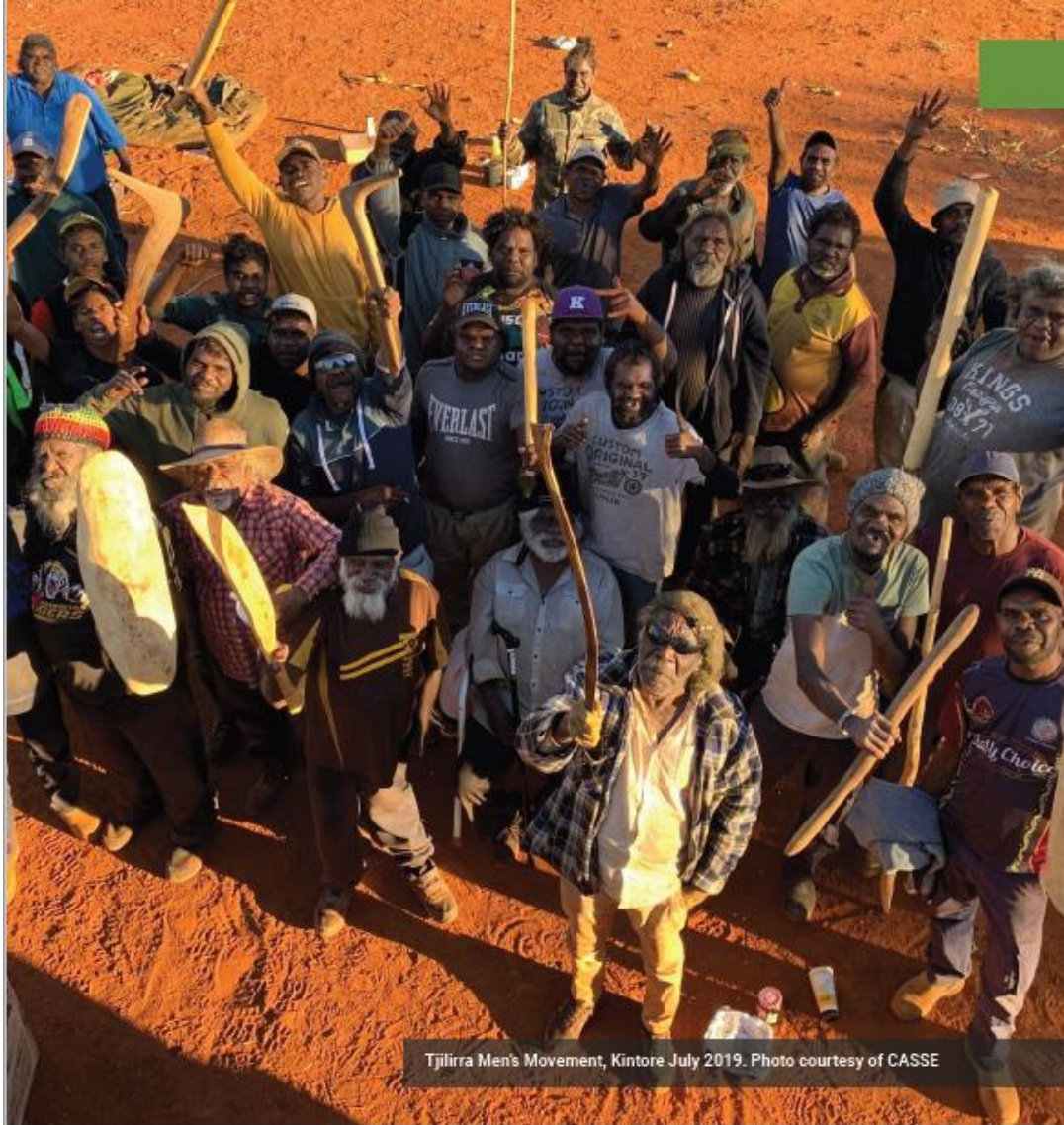


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**Roseanne Ellis – Yeperenye  
traditional owner group**







Tjilirra Men's Movement, Kintore July 2019. Photo courtesy of CASSE

## 3. PARTNERSHIPS AND NETWORKS

Support Aboriginal groups to collaborate with other organisations and leaders to address shared challenges and achieve development goals including:

- Collaborate with other organisations to support groups to deliver projects that address their development aspirations and needs;
- Collaborate effectively across the CLC;
- Support governance group members to join existing coalitions, networks and movements to drive their own development; and
- Work with key stakeholders to develop networks to address long-term Aboriginal development aspirations and complex issues.





## 4. LOBBYING AND ADVOCACY

Influence other stakeholders to support and enable Aboriginal controlled development at all levels from project planning to program delivery to government policy including:

- Share lessons learnt from the Community Development program on effective community development; and
- Undertake focused lobbying and advocacy work.



Kalkarindji multicourt 2019. Photo courtesy of Nicole Zicchino



## PARTNERSHIPS AND COLLABORATION

Key to the successes of the program is partnerships.

Every project requires a capable project partner.



Projects are delivered in a complex environment heavily influenced by the policy direction of the governments of the day.



## PARTNERSHIPS AND COLLABORATION

Work with all three levels of government.

With larger income and an evolution of the work groups increasingly have a seat at the table.

Increased risk of cost shifting.







## PARTNERSHIPS AND COLLABORATION SUCCESSES

Matched Funds Initiative

Collaboration with government  
(eg sports infrastructure investment)

Project partners

Native Title Rep Bodies







## PARTNERSHIPS AND COLLABORATION CHALLENGES

Collaboration with government  
(eg water supply and quality, community infrastructure)

Funding government responsibilities

Impact on members when there  
is deterioration in partnerships

Project partners capacity

Sustaining impact





## PARTNERSHIPS AND COLLABORATION

Questions?





## Monitoring and Evaluation

- CLC asks people involved in CD program are we working the right way, what are we doing well, and what can we improve.
- This helps CLC to do this work, and to tell a strong story to government.

### Lajamanu Longitudinal study

- CLC is working with Yapa in Lajamanu to understand and support a good community life over the next 5 years. Yapa are being employed as community researchers.
- This project will help Yapa tell a strong story about what's important for Lajamanu community and help CLC to understand how its work is supporting Yapa how it can be improved.

### YPP Tracking and Learning

- WETT is funding CLC to work with Yapa in Yuendumu, Nyirrpi and Willowra to understand how to best support young people in these communities. Yapa are being employed as community researchers.

