Assessing Shared Responsibility in Ali Curung

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Citation

Wright A and Elvin R. 2011. *Assessing Shared Responsibility in Ali Curung.* DKCRC Working Paper 82. Ninti One Limited, Alice Springs.

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List of shortened forms

NB: Abbreviations correct as at time of SRA evaluation in 2008. Many Government Departments in particular have amended names and thus abbreviations since.

ANAO   Australian National Auditors Office

ATSIC   Aboriginal and Torres Strait Islander Commission

BRACS   Broadcasting for Remote Aboriginal Communities Scheme

CAT   Centre for Appropriate Technology

CEO   Chief Executive Officer

CDEP   Community Development Employment Projects

CLC   Central Land Council

DBERD   Department of Business, Economic and Regional Development, NT Government

DCITA   Department of Communications, Information Technology and the Arts, Australian Government

DEET   Department of Employment, Education and Training, NT Government

DEST   Department of Education, Science and Training, Australian Government

DEWR   Department of Employment and Workplace Relations, Australian Government

DLGHS   Department of Local Government, Housing and Sport, NT Government

DPIFM   Department of Primary Industry, Fisheries and Mines, Australian Government

IBA   Indigenous Business Australia

ICC   Indigenous Coordination Centre

ISBF   Indigenous Small Business Fund

LGANT   Local Government Association of Northern Territory

NT   Northern Territory

OIPC   Office of Indigenous Policy Coordination

RAE   Remote Area Exemption

SRA   Shared Responsibility Agreement

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1. Introduction

Shared Responsibility Agreements (SRAs) were introduced by the Australian Government in 2004 as a vehicle for addressing issues in its Indigenous Affairs portfolio. The Agreements were used throughout Australia, with the majority being put into place 2004–2008.

SRAs were agreements between all levels of government and Aboriginal and Torres Strait Islander communities. They were an agreement that attempted to tie discretionary funding from government (State/Territory and Australian) to some specific commitments made by the community in order to achieve goals identified by the community. SRAs were part of a funding source that was intended to provide a flexible response to community-identified priorities. According to the Australian National Auditors Office (ANAO 2007), they were voluntary agreements that detailed the responsibilities of the parties involved, outcomes to be achieved, and milestones for measuring program success. Each SRA is unique to a given community and context. In working with the Indigenous Coordination Centres (ICCs), which were set up by the Australian Government to coordinate Government programs and to negotiate the SRAs, communities were encouraged to decide the issues or priorities they wanted addressed and what the community would do in return for government investment. SRAs aimed to identify the contribution that different stakeholders would make to the agreement and included contributions from households, communities, governments and other partners. SRAs were developed for discretionary infrastructure or programs only, and did not include or affect the delivery of essential services.

Most SRAs were single issue agreements and relatively simple, with a limited number of parties. A handful were comprehensive agreements, covering multiple issues with many parties involved. The Ali Curung SRA was the first and largest comprehensive SRA in the Northern Territory (NT).

Ali Curung is an Aboriginal community 150 km south of Tennant Creek in the NT. Tennant Creek is the main service centre for the community. Services also come from Alice Springs, 350 kms south on the Stuart Highway. At the beginning of this project, the Ali Curung Community Association Council oversaw services and housing, among other things, but local government reform in 2007–2008 meant that the Ali Curung Council was abolished and services centralised for the whole Barkly region in Tennant Creek, governed by the Barkly Shire Council since July 1 2008. This dramatic shift in local government structures had a considerable impact on the SRA implementation, due in part to the transfer of assets and accountabilities that accompanied the reform and the fact that one of the major signatories to the SRA, the Ali Curung Council, no longer existed.

The Ali Curung SRA was negotiated between all the parties over a period of two years and signed on 15 May 2007. The objectives of the Ali Curung SRA were:

> *In making this Agreement, the Community and Government(s) have agreed to work together to:*
>
> - *establish partnerships and share responsibility for achieving measurable and sustainable improvements for people living in the Community;*

- *support and strengthen local governance, decision making and accountability;*

- *learn from a shared approach – identify what works and what doesn't and apply lessons to future approaches both at the community level and more broadly. (Appendix 1)*

In 2007, the Ali Curung Council requested that the Centre for Appropriate Technology (CAT) independently evaluate the Ali Curung SRA, which it did as part of 'Desert Services that Work' Core Project of the Desert Knowledge Cooperative Research Centre (DKCRC). Residents of Ali Curung, staff from the Ali Curung Community Council, and NT and Australian Government staff who worked with people from Ali Curung community were invited to participate. The Tennant Creek ICC, along with the SRA Steering Committee, also agreed to the evaluation.

The evaluation was to provide feedback to the community and the steering committee with the aim of learning from and improving the SRA's implementation. An early draft of this report and its recommendations was provided to Ali Curung participants, the SRA Steering Committee and the ICC in order to provide the parties with immediate feedback from the evaluation. The following report details the content of the SRA, the research methodology, results and recommendations. Although substantial changes in policy, including local government reform and the Northern Territory Emergency Response (the Intervention) meant that the recommendations could not be acted on, it is hoped that they will provide guidance for future agreement or policymaking that affects Ali Curung and other similar Aboriginal communities.

2. Background

The Ali Curung SRA was developed between 2005 and 2007, with the signing of the Agreement taking place on 15 May 2007 at Ali Curung. Its development can be linked to a meeting in early 2005 in Tennant Creek, to which representatives of government and regional organisations were invited by Centrefarm to discuss a Centrefarm development at Ali Curung. Centrefarm is an Aboriginal Horticulture company originally established by Aboriginal landowners in central Australia to drive the development of horticulture on Aboriginal land. It works closely with the Central Land Council in particular. The company planned to establish a horticulture enterprise near Ali Curung to grow fruit for national markets, preferably using labour from Ali Curung while providing training. At the initial meeting, Centrefarm requested government support, and a steering committee was formed to further the proposal. This committee later morphed into the SRA Steering Committee, comprising the following organisations (with their representatives shown in brackets):

- ICC (General Manager)
- DBERD (senior staff member)
- DPIFM (senior staff member)
- DEET (senior staff member)

- CLC (senior staff member)

- Centrefarm (senior staff member)

- Ali Curung Council (CEO and Chairperson).

The SRA funding was for a total of $1.5 million dollars, to be used for discretionary projects over an unspecified period of time; some of the projects had already started, and the agreement did not specify target dates, but rather, 6 monthly reviews and reporting. It was the largest commitment of SRA funding for a Northern Territory community (see Appendices 1 and 2: Ali Curung Shared Responsibility Agreement draft and final), and involved 14 parties, including the community (see Table 1). It contained the following priorities:

1. Welfare-to-work: lift Remote Area Exemptions (RAEs), develop a market garden, establish employment opportunities for Ali Curung residents with Centrefarm, upgrade Council machinery to 'undertake Centrefarm work and tender for road contracts, etc'

2. Economic Development: assist the community to identify, and provide assistance towards, small business opportunities (e.g. bus service, art and craft); develop art centre

3. Improve school attendance and engage post-primary students: address culturally appropriate learning, encourage parent participation, provide extra curricular activities and training for youth, provide an internet café for IT training

4. Improve health outcomes for the community: improve access to health services, raise awareness of hygiene and health issues, improve nutrition, enforce dog control program

5. Assist parents with early childhood education: e.g. funded program to assist parents to read with their children.

Table 1: Organisations involved in Ali Curung SRA

Australian Government	Territory Government	Local Government	Regional/NGO or other
Department of Employment Workplace and Relations (DEWR)	Department of Business, Economic and Regional Development (DBERD)	Ali Curung Council Association Inc.	Centrefarm
Indigenous Business Australia (IBA)	Department of Primary Industry, Fisheries and Mines (DPIFM)	Local Government Association of Northern Territory (LGANT)	Anyinginyi Health Aboriginal Corporation
Department of Education, Science and Training (DEST)	Department of Employment, Education and Training (DEET)		
Department of Communications, Information Technology and the Arts (DCITA)	Central Australian Remote Health		
Office of Indigenous Policy Coordination (OIPC)			

The SRA was primarily written and developed by the ICC during a period of consultation with Ali Curung Council, Council staff members, community members and the SRA Committee. It appeared from interviews that the SRA was offered to Ali Curung in order to provide support for the Centrefarm proposal and help compensate the community for the lifting of the Remote Area Exemptions. (A Remote Area Exemption was an exemption from activity testing applied to income support recipients living in areas where there was no locally accessible labour market, no locally accessible vocational training course and no locally accessible labour market program. They were phased out by the end of 2006, in part due to the assumption that the availability of the Community Development Employment Projects (CDEP) Program meant that a labour market program was available.)

The consultation carried out by the ICC clarified what community members wanted to see at Ali Curung, and then attempted to match some of the proposed projects with community and individual obligations. ICC staff members said that the process involved talking with small groups of residents at Ali Curung on certain areas of the SRA, and then holding wider community meetings for general awareness-raising about the Agreement and feedback. No records of these individual meetings could be obtained for the evaluation, but two larger community meetings were observed by the researchers during the course of the fieldwork.

The larger community meetings took place on an oval at the centre of Ali Curung, and residents sat at a distance around the edge of the oval, primarily for family reasons. This meant it was difficult to hear what the ICC representative was saying, due to the distance between the speaker and many of the listeners. In addition, there were no interpreters present, which presented an issue for many residents for whom speak English was a second or third language, nor was there any

attempt to graphically or pictorially represent the Agreement. As a result, the ICC struggled to get a response to their requests for feedback on the SRA.

Other than the ICC, no other organisation or department participating in the Ali Curung SRA was involved in the community consultation around the planning of the SRA. Further, from the accounts of many of the participants, it is clear that the process of SRA consultation was not shaped by participatory or community development principles. The discussion of the components of the SRA did involve (to an extent) some community members. Elements such as the art centre, the market garden and sporting facilities had in the past been requested by earlier Councils or by community members. However, many of the obligations of the community and individuals under the SRA at Ali Curung were not properly understood by the residents. During the actual delivery of the final agreement for signing, community members felt that they had little control of the decision-making process and, while they were happy with some of the objectives, they remained unsure about their commitments and the decision-making processes more generally.

3. Methods

Due to the range of stakeholders involved in the SRA, a variety of research methods were considered appropriate for gauging the community and government perspectives. Substantial time was spent by researchers in Ali Curung, interviewing Council staff, Council, and community members, and in Tennant Creek, interviewing Government officers.

Ali Curung

A process of action research was adopted in Ali Curung. Ali Curung residents were engaged in elements of the research design, development of methods, and analysis. This was both a formalised arrangement, in that community members were paid to work alongside the researchers, but also occurred through workshops and ongoing discussion with community participants of the evaluation. As such, the findings and understanding were developed and reshaped over time through the sessions with the community. Table 2 details the fieldwork visits that were undertaken in Ali Curung during the fieldwork period.

Table 2: Fieldwork visits

Locations	Date	Number of days in the field
Ali Curung	24–25 February 2007	2 days
Ali Curung	20–22 March 2007	3 days
Ali Curung, Imangara and Jarra Jarra	26 April – 23 May 2007	28 days
Ali Curung	17 July – 16 August 2007	24 days
Ali Curung and Imangara	24–29 September 2007	4½ days
Ali Curung	22–25 October 2007	3½ days

The researchers were given access to the Ali Curung Community Protocol, *Jinta Marni Jaku*. Jinta Marni Jaku is a Warlpiri term that means an agreement between everyone and becoming one in view. The document detailed aspects of the community and was intended for visitors and new employees to the community. It spelled out locally accepted protocols and practices for visitors, and clearly articulated the types of relationships that are important to Aboriginal people. For example:

> *Aboriginal people are quite happy to talk about their culture with you. If you are unsure about something, ask.*
>
> *Our culture is very different from non-Aboriginal culture and is very complex. Don't try to become involved in it (play local politics). There is a difference between understanding and supporting our ways and becoming involved in our way.*
>
> *Your role at Ali Curung is to support us with your resources and expertise to develop at the pace and direction that we want to go, do not pre-empt us or try to move us in a direction you feel is best (Ali Curung, 2001, p 2).*

The last statement in particular echoes the participatory approach used in the evaluation. That is, the research team was constantly reassessing its position, and the relationships with and responses from the community people working with it. It was useful to have paid positions for mentors and interpreters from the community to ensure a two-way information flow, and formalise a process whereby people were recognised for the work they did in helping to organise workshops and meetings, communicating information about the project, helping with interpretive materials and mentoring.

Observation

The first fieldwork visits helped to establish relationships and the researchers' understanding of the community of Ali Curung. The observations made in the early stages were paramount to the data collection in this time. This included attending community meetings held for a variety of reasons, ranging from the SRA to discussions of how to deal with community break-ins and changes to CDEP. Such meetings provided the researchers with a broad sense of current issues and relationships within the community and relationships with external agencies. Observation

continued to play a role in later fieldwork activities; it was a source of triangulation for the other data sources, as well as helping to extend the researchers' understanding of the community.

Focus groups and workshops

Focus groups and workshop sessions were used to discuss topics with people at the community and to gain a broad understanding of community and individual perspectives. Workshops were usually attended by more people than the focus groups and had a broader focus than the SRA: that is, the workshops also examined general housing, governance and service issues to provide context for the broader research questions for the 'Desert services that work' research project. The focus groups were specifically about the SRA. These meetings were held in a variety of locations, some within the community and others in surrounding country of the community. The majority of the workshops were well attended by the women from the community, but there was limited representation by men from the community in workshops and focus groups, which can be seen in Tables 3 and 4.

Table 3: SRA Focus groups

Title	Number of participants	Characteristics
Focus Group 1	8	Gender: female Age: 30 to 55 years Language: Warlpiri, Alyawarra
Focus Group 2	10	Gender: 4 male, 6 female Age: 22 to 50 years Language: Warlpiri, Anmatjere, Kaytetye
Focus Group 3	12	Gender: 11 female, 1 male Age: 21 to 62 years Language: English, Warlpiri

Table 4: Workshops

Title	Number of participants	Characteristics
Community Mapping x 2: services at the community, aerial photography	15	Gender: female Language: Kaytetye, Alyawarra, Warlpiri
	11	Gender: female Language: Warlpiri
Housing Services: problems, household interaction	9	Gender: 7 females, 2 males Language: Kaytetye, Warlpiri
Representation: review of community councils	22	Gender: female Language: Warlpiri, Alyawarra
Community Planning: transect walks, community maps	15	Gender: 8 males, 7 females Language: Kaytetye, Warlpiri
	9	Gender: female Language: Alyawarra

Open-ended interviews

Open-ended interviews with community members were also used to discuss aspects of the SRA.

Fourteen residents of Ali Curung who were employed in positions at the Council, the store or the school were interviewed to gather their understanding and perceptions of the SRA.

Where interviewees consented, the interviews were tape recorded. The tapes were transcribed and the main findings are summarised in this report.

Tennant Creek

Fieldwork was conducted with organisations in Tennant Creek, and particularly the employees of organisations that were signatories to the SRA.

Interviews

In order to scope the project and understand the relationship with and between service providers and Ali Curung, preliminary informal interviews were held with service providers involved in remote area service delivery in the Barkly region. These included employees of Aboriginal organisations Julalikari Council Aboriginal Corporation (including Buramana Remote Services and Julalikari Job Shop) and the Council of Elders; officers from the Australian Government Indigenous Coordination Centre (ICC); the NT Department of Local Government Housing and Sport; the Department of Business, Economic and Regional Development; and Barkly Regional Arts. Although these interviews were not recorded, field notes of these meeting have been kept

and have helped establish the researchers' understanding of the context of service delivery and the SRA within the Barkly region.

Semi-structured interview were subsequently conducted with service providers involved in the SRA, which included the representatives of the ICC; the Australian Department of Employment and Workplace Relations; Centrefarm; NT Department of Industry, Fisheries and Mines; and NT Department of Business, Economic and Regional Development. Where consent was given, these interviews were recorded. Of those interviewed, 40 per cent were immediately involved in the development of the SRA through providing advice on available resources, while 30 per cent of interviewees were also members of the SRA Steering Committee.

4. Assessing shared responsibility in Ali Curung

This evaluation was as much concerned with the process of the SRA as with the outcomes achieved. The two were clearly linked, as successful delivery of shared responsibility requires good relationships between the people sharing the responsibilities. The evaluation material therefore considered:

- Initial documentation of the establishment of the SRA

- Stakeholder perceptions of the SRA, including perspectives of residents and government service-providers

- Assessment of the delivery of services under the SRA.

Mapping the SRA document

In order to try and make clear the relationships created by the SRA, constituent parts of the agreement were mapped. Figure 1 below represents the ways government organisations and other agencies were participating in the shared responsibility agreement. The diagrams were used as a resource for the interviews and community discussions.

Missing from these diagrams are the community and individual obligations of the SRA. This is due to the way in which the SRA was written, and the sprawling description of what the community would do, making it difficult to map and describe diagrammatically. Further, the SRA provided little guidance on *how* meeting obligations would be measured and there was a difficulty in clearly linking or measuring some of the activities with obligations and outcomes. For example, in the case of the obligation to enforce a dog control program and measure its impact on health outcomes, it was unclear who had the obligation, how it could be measured, and how it would have an impact on health outcomes.

The diagrams do demonstrate, however, that:

- Some activities were resourced by a number of government departments (e.g. 'assist in early childhood education', 'develop small business opportunities')

- Some activities had no direct in-kind or financial support (e.g. 'address culturally appropriate learning', 'identify small business opportunities')

- Some activities received only in-kind support but not financial support.

These diagrams highlighted further questions about the delivery of the SRA, particularly with regard to the items that have no financial support, but also to those that have multiple agency support. That is, a multi-agency approach assumes that there is coordination of the work of the departments. However, evidence from other reports suggests that joint projects between agencies increases the complexity of the project. The Australian National Auditors Office (ANAO 2007) found from interviews with government officers regarding joint projects such as SRAs:

- *there was a need for a lead to be provided by a principal department to guide the development of a jointly funded project*

- *there were concerns regarding what arrangements would be allowed by the Department of Finance and Administration*

- *the additional costs of administering the joint arrangements for relatively small amounts may not represent value for money*

- *there was a need to consider the joint arrangements on a case-by-case basis and departments preferred arrangements under which they retained control over resources.*

(ANAO 2007: 106)

These findings appear applicable to the Ali Curung SRA, where there was often no principal department taking the lead for projects. Rather, leadership occurred through voluntary coordination by local staff who were resident at Ali Curung, despite their roles in the SRA not being recognised by written agreement. It was the local staff who tried to monitor progress, keeping themselves and relevant government departments informed about progress and needs, where applicable. Many of these points are further reinforced or brought up again in the stakeholder perspectives described below.

In the Figure below, the yellow circle represents the priority, the green circles the activities supported or funded to address the priority, and red circles represent the organisation(s) supporting the item (with either financial or in-kind support).

Figure 1: Five priorities of the Ali Curung Shared Responsibility Agreement
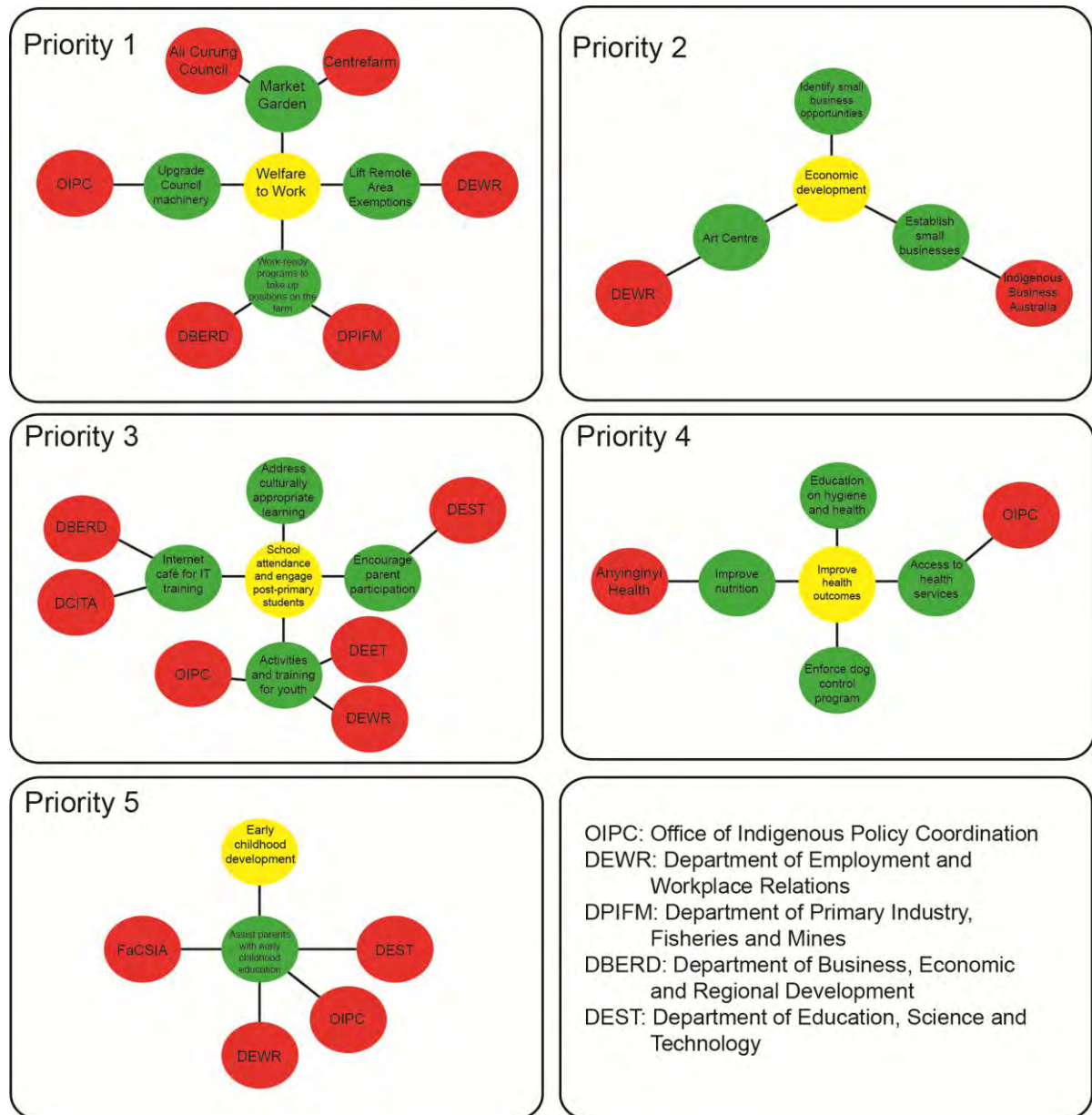
Stakeholder perspectives on the SRA

Pivotal to the evaluation of the SRA was the generation of a baseline understanding of the perceptions, experiences and comprehension that participants had of the planning and implementation of the SRA. Significantly, many of the local staff employed at Ali Curung were not part of the planning process but had substantial roles in facilitating the development of SRA priorities and activities. The three focus group sessions with community members and fourteen interviews of employees based in Ali Curung provided an insight into the participants' experiences with the Agreement. The results are shown in Table 5, which presents the main findings from the interviews, illustrated with apposite quotes.

Table 6 presents an insight to the perspectives of employees of Australian and Territory governments involved with the SRA. Almost all interviewees had been in their current position for three years. The shortest period of employment in the position at the time of interview was two years, and the longest five years. All reported to managers in either Alice Springs or Darwin or a combination of both

Table 5: Ali Curung residents' perspectives (includes Council staff and community members) on the SRA

Subject area	Findings	Quotes
SRA planning process	Interviews: No interviewees working at the community said that they were involved in the planning process. Focus Group 1: 100% of participants remembered being involved in meetings with ICC staff. Two participants remembered lengthy conversations of particular aspects of the SRA, including market garden and art centre. Focus Group 2: Two participants do not remember being involved in any meetings on the SRA. The other participants all remembered one or several meetings, particularly the barbecue sign-off event. Focus Group 3: Only 2 participants were living at the community during the planning of the SRA. They remember some involvement in meetings, particularly detailing school attendance.	'Well, basically all the planning had been done before I arrived. I had no input whatsoever in the planning. That was done between ICC and a committee who I was led to believe consulted with community and the community told the committee what they wanted to do in the community. That's all I know.' 'It was already planned when I got here. There was a Committee, who were the Centrefarm Committee but that changed to SRA Committee. ICC Manager negotiated between this committee and the community. She did a lot of work.' 'I remember one lady came to talk to us. And we asked her about real jobs. How can we get a real job under this SRA thing?' 'I went to some meetings and talked about arts and craft. That's what is important to me. We are getting that Art Centre now sometime. That lady she listened to us.'
Understanding of SRA	Interviews: 64% of interviewees had a good understanding of shared responsibility agreement principles and practices; 28% had reasonable level of understanding but were confused over the details; 7% did not know anything about the SRA. Focus Groups 1 & 2: Did not have a real understanding of what shared responsibility agreement was about, so focus group session evolved into discussion of SRA. Focus Group 3: Had an understanding of the broad concepts of shared responsibility, but did not understand the details of the Ali Curung agreement.	'My understanding of the SRA is basically it is a mutual agreement between the government and community, to upgrade facilities in the community in return for $1.5 million. As well as increase their involvement, individual involvements in the community.' 'Well, it has never been properly explained to me. It's just about … Well, what I think it's about is the responsibility of us and the Aboriginal people to be responsible for the things we do and the things they do.' 'Most people they know about that $1.5 million in that SRA. They know about it. But we don't understand all the details, you know.'

Subject area	Findings	Quotes
Responsibility and role in delivery	Interviews: 35% of interviewees indicated that they had some role in parts of the SRA; 14% did not know if they had a role in the SRAs; 50% said that it did not involve them directly. Focus Group 1: Participants did not understand their role as individuals but understood some responsibilities of the community to be sending children to school and cleaning up houses. Focus Group 2: Participants discussed what work some community members had done through photo stories, including working in the garden, cleaning up houses, the house painting crew, CDEP roles, and sending kids to school. Focus Group 3: Discussed the specific role of the school in relation to shared responsibility.	'I see my role as the middle man between government and the community. We facilitate relationships that wouldn't have any practical relevance if we weren't here on the ground doing the work.' 'We make it happen here with CDEP. Getting the trainers into the garden, laying the pipes, clearing the women's centre, sorting out that shed and using the equipment – CDEP did that.'
Accountability	Interviews: 64% of interviewees suggested that the community would not be held accountable if things did not change; 43% did not know who to talk to in government if government did not fulfil its role. Focus Group 1: No participants had a clear understanding of their relationships with or negotiated accountabilities to government. Focus Group 2: One participant suggested that government funding might stop if the community did not fulfil its obligations, and other participants generally agreed with the comments. Focus Group 3: Participants had not witnessed any evidence of monitoring of community involvement and said that there were no changes in the practices of people at the community. Participants discussed why the store was not selling produce from the market garden.	'The Government won't hold the community accountable, they won't. Somebody who has been out here a long time said that Aboriginal people know that the wind blows from many directions. So hitting them over the head with $1.5 million, creating and inflating that, as incentive to change their ways. It is not going to work. It is a beginning, it's a first step.' 'I don't know what's going to happen if people don't work. Maybe the government won't fund us anymore. I don't know.' 'Do people know that there are vegetables rotting in the garden and yet the store doesn't sell them? I thought the SRA was supposed to deal with that. I thought the produce was to be sold here.'

Subject area	Findings	Quotes
Strengths and weaknesses of the Agreement	Interviews: 78% of interviewees thought the shared responsibility approach was a useful process. Most interviewees thought that changes would take a longer time to implement than the period of the Agreement; 21% were not convinced that SRA was a particularly useful approach at the community. Focus Group 1: The participants thought the Agreement was important for the community and government. Focus Group 2: All participants thought that the process for working with the community was poorly undertaken, but that the new services would be of value to the community. Focus Group 3: Participants believed that the intentions of shared responsibility have always been a part of government funding anyway.	'It's a starting point, something to work from. By formalising responsibilities, people have something to work for.' 'You know everything that is happening in the community is a positive. The sports oval, the art centre, the garden over there, these are all good things for Ali Curung.' 'It has some good merit, the idea of getting people to do something in return for funding. But I don't see many changes on the ground. It is going to have to be reinforced over time.'
Review of Priority One: Welfare-to-work — lift Remote Area Exemption, develop market garden, establish employment opportunities, upgrade council machinery	Interviews: 28% of participants reflected on the problems with training initiatives in relation to the market garden; 86% were concerned about the sustainability of the garden; 35% identified the problematic nature of lifting Remote Area Exemptions and problems with 'work-ready' training. Focus Group 1: Participants talked about the successful training activities of the market garden. Focus Group 2: Participants agreed that the establishment of the market garden was a success. However, all were annoyed that the produce was difficult to access locally because the store did not sell it and people did not know whether they were allowed to pick the food themselves. Focus Group 3: Participants discussed the role of the school in regards to the market garden.	'The work-ready programs didn't address any of the underlining reasons why people don't turn up to work: family, culture obligations, alcohol abuse and poor health. It was a short program that didn't have any impact on the people.' 'Originally, the garden was only for the community. I mean we were quite happy to grow just enough to supply the community. And then what was left then sell up the road. That was a really good plan, but then other people stepped in and changed it. Like it is important for a healthy community, I mean if it can supply fresh vegetables, greens, and so on, at a reasonable price. Well, people are going to buy them.

Subject area	Findings	Quotes
Review of Priority Two: Economic Development — identify and assist small business opportunities: bus service; art centre	Interviews: 85% of interviewees thought Ali Curung would have difficulties running a business; 43% said that cultural obligations to family would negatively affect business operations; 57% did not know how the bus service would operate at Ali Curung. 71% of interviewees anticipated that the bus would cause issues when it came into the community. Focus Group 1: Participants agreed that there is limited understanding in the community of how a business is run, and that low literacy and numeracy would be a challenge for potential businesses. Focus Group 2: Participants demanded to know why this was a priority area in the SRA, because they did not think the community recognised it as a priority. All participants agreed that the bus should be run by the Council and should never be owned by an individual or family in the community. Focus Group 3: Chose not to address Priority Two in the discussion.	ʻThat bus is going to be a nightmare when it comes into the community. I mean, has anyone worked out who is going to drive it and what it will cost? They give us a bus – thanks – and expect us to sort it out.ʻ ʻYou know, people donʻt know what a business means. We have low literacy and numeracy and I donʻt think this business stuff makes sense. It would be hard for people to understand.ʻ ʻWe have a painting crew, a group in garden, and ladies at homemakers. But thatʻs CDEP, not [a] business. We do it for our community.ʻ
Review of Priority Three: School Attendance — culturally appropriate learning, parent participation, extra-curricular activities and training, internet café, sporting facilities	Interviews: 71% of interviewees believed that this priority did not have any importance for them; 14% thought that this priority was the most important but least addressed of all the priorities. Focus Group 1: Participants agreed that ʻno school, no sportʻ was difficult to implement but important. Focus Group 2: Participants decided not to discuss this priority. Focus Group 3: Participants identified that there were few new initiatives to address this priority area. They thought that more activities were required for youth.	ʻGetting the kids to school, that is what needs to happen. This working generation, we missed it with them. But those young ones, they need a future.ʻ ʻEducation, education, education. Itʻs that simple. We wouldnʻt have half the problems we have here if that was more properly supported by everyone, community and government.ʻ

Subject area	Findings	Quotes
Review of Priority Four: Improve Health Outcomes — access, awareness of hygiene and health, nutrition, dog control	Focus Group 1: Participants agreed that they found the priority difficult to achieve with the strategies suggested. Focus Group 2: Participants suggested that many of the strategies in this priority were already taking place [although whether they were considered to be meeting the priorities was unclear]. Focus Group 3: Participants valued the role of health in the strategy but thought the elements were too weak to influence health outcomes. They were confused as to why the bus service was listed in the community obligations under this priority, even though SRA stated that OIPC would fund establishment of a bus service to take patients to Tennant Creek.	'I don't really know what is going on with the health [outcomes] under the SRA. Maybe some renovations at the clinic.' 'Those programs in the SRA, they have been funded for years. I mean the lunch program and nutrition stuff, so what will change?'
Review of Priority Five: Early Childhood Education — assist parents, fund programs for reading to children	Interviews: 85% of interviewees suggested that they did not know a lot of the details behind this priority; 42% thought that child care was an important training opportunity for young mothers. Focus Group 1: Participants were concerned about co-location of the child care with the art centre. Focus Group 2: Participants thought that this initiative needed to focus on teaching of Aboriginal language and culture and delivery of early childhood development programs. Focus Group 3: Participants discussed the operations of the pre-school and its role in child care. They thought the child care centre should be closer to school and have an element of literacy and numeracy development. They wanted to see shared resources between the school and the child care centre.	'There are between 2 and 4 offers available for [people to undertake] Certificates in Childcare. But I am not really sure how to find the people for these. There must be ladies interested out there, but I don't want to take them away from school or homemaker roles.' 'It worries me that child care is with the art centre. That place is for the old people and they won't be happy with kids running around there.'

Table 6: Government stakeholders' perspectives on the SRA

Subject area	Findings	Quotes
SRA planning process	100% of interviewees said that planning was driven by ICC and 100% of non-ICC departmental officers said that they were not involved in the community consultation. 40% pointed out that many of the SRA activities were underway before the SRA was signed. 40% acknowledged local support of the ICC and the teamwork across departments. 100% of those interviewed did not know what was happening with the Steering Committee; they noted the lack of meetings since the signing and the impact that that was having on how the SRA was progressing. 80% expressed little knowledge of any evidence of community consultation in the SRA planning. One interviewee noted the difficulty some departments had in terms of their limited flexibility in funding, in contrast to ICCs, which had larger, untied finding buckets'.	'I have this vision that one day, instead of government asking communities to apply to each government department, they'll put in an application that says what they hope to achieve for their community and we will need X amount of dollars for this, this and this and it will be a bucket of dollars that will allow them to achieve those outcomes. We throw the dollars in the bucket and they only have one reporting requirement, not six million. If you're sitting out at Ali Curung at the moment, you're reporting to several NT government departments, you're reporting to several Commonwealth departments and you've only got a handful of staff. I think they're just amazing out there and how they cope with the loads that we put on them.' 'I just think the CEOs out there are very dedicated to what they're trying to do, 'cause if they weren't they wouldn't be there. They've got no life.' 'The community didn't understand what was involved.' 'The [Steering] Committee has dropped off the face of the earth since the signing.' On effect of the NT Emergency Intervention: 'A great tragedy of this exercise is that it ignores a lot of the good work done on the ground.'
Understanding of SRA	Only 40% of the interviewees were asked directly about their understanding of the SRA. Responses referred to the SRA as a method introduced to encourage Aboriginal people to consider their obligations in a welfare system. It was also perceived as a way of getting more funding to the community in a coordinated fashion, and the consolidation of reporting.	

Subject area	Findings	Quotes
Accountability and responsibility	There were varied answers on the issue of responsibilities, ranging from the need for someone to be responsible for setting up meetings to noting there's no 'end date' on the SRA. By contrast, another interviewee 'assumed' that funding would be jeopardised if the community did not fulfil its obligations. The Australian Government's Northern Territory Emergency Response was also mentioned as a factor in preventing government officers doing day-to-day business and following how the program was going. Government responsibilities were perceived by one interviewee as being only the dissemination of information about SRA, funding and guidelines.	'Isn't that what we're about, taking these people through those steps and if it's two forward and one backwards, so what? It's about teaching people how to do things.' 'How much information is understood when people in the management committee use high English?' 'I never really understood what the community was up for.' 'It's now nationally a dead duck – we won't be able to measure the success of the obligation.' 'The understanding was that we were always "all care and no responsibility". We don't get involved in the implementation. They had the ownership of it.'
Connectivity	60% of interviewees mentioned an informal field officers' forum in Tennant Creek that was useful for sharing information, but it was noted by 60% that the forum was not being held again, largely because of both the Intervention and staff turnover. 40% of interviewees said that, without meetings such as the Steering Group or field officer forum, they didn't know what was happening, e.g. many interviewees were unaware of the resignations of key people.	
Reporting	Generally, 40% report to their departments every 3 months, 40% filed monthly reports, and 20% did not need to report at all. 80% of those reporting didn't have specific SRA reporting requirements – SRA progress was incorporated in other general reports.	'Are [key performance indicators] being monitored? No one has been in touch [with the interviewee] about the SRA since they [Ali Curung] received money from [the Department] in late September 2006.' 'Darwin [Senior Government Department Officers] didn't comprehend the SRA. It wasn't active resistance but they kept wanting briefings while not doing the business.'

Subject area	Findings	Quotes
Strengths and weaknesses	The potential for economic development, community enterprise, skills transfer and cooperation between levels of government were noted as strengths. 40% noted a lack of knowledge about what was actually happening in the community and if any planning was taking place. One interviewee queried whether any communication took place in any of the first languages of Ali Curung residents.	'What's the Project Officer's role?' 'If we can't agree on how to get good people out there and involved, it will be a festering, ongoing mess.'
Main trends and policy reforms influencing how people work	60% of interviewees cited the Australian Government's Northern Territory Emergency Response and local government reform as having substantial influence on their work and on the SRA. 80% cited federal policy changes, such as the abolition of ATSIC, changes to CDEP and federal funding issues, as also having a significant influence. Other factors noted were internal restructuring and official recognition that a mainstream approach is not always the best way.	'The sands keep shifting and the goal posts keep swinging.'

The findings in the above table show that there was confusion at both community and government level about the working arrangements of the SRA. One government interviewee suggested that the limited understanding of the SRA may be attributed to the fact that many of the SRA activities had begun before the signing, and residents were not necessarily linking the SRA to those activities. The mutual obligations in the SRA remained a challenging topic for residents and government officials alike. Many people did not understand the individual or community responsibilities that they were accountable for. It followed that the accountability mechanisms for community obligations were unlikely to be measured or reinforced. A significant finding from the interviews with representatives of government agencies was that participants were unsure how the SRA was progressing due to the lack of Steering Committee meetings and to staff changes in the ICC. The interviews also highlighted the important involvement that many local employees of Ali Curung had in developing the initiatives (such as the art centre and market garden), especially the SRA Project Manager, CEO and Art Centre Coordinator. In a general sense, the view of the residents of Ali Curung was that the SRA had delivered and continued to deliver some good outcomes that were improving community wellbeing, but these outcomes were not being monitored under the Agreement.

The SRA Steering Committee needed to adopt an approach that was more inclusive and that more effectively informed the Ali Curung residents of the SRA obligations and priorities. There was a mismatch between the details of the SRA and the perceptions of the SRA on the ground. More involvement by community representatives in the Steering Committee meetings, and more meetings in general with residents of Ali Curung, would have increased the level of participation in working arrangements of the SRA. The Steering Committee's operation was affected by staff turnover (at least a third of interviewees had changed jobs between when they were interviewed and the time of writing) and a lack of documentation. The lack of information appears to be in part due to the lack of reporting structures around the SRA within the agencies interviewed.

The influence that the community can have on the SRA implementation was further reduced by the complexity of the system. This complexity contributes to uncertainty about accountability and lack of transparency in funding agreements. With regard to the community's accountability:

- There are no examples of feedback being provided to the community residents about their obligations
- There were few opportunities or avenues for community members to question the choices made within the SRA by service providers
- The timing of the approval and signing of the SRA did not correlate with an increased level of action at the community because many of the initiatives were already in the process of development (e.g. market garden, internet café) or were finished (e.g. sports oval).

On the whole, the accountability structures in the SRA were weak in terms of the obligations of both community and government because there were no formalised reporting mechanisms or links between the obligations and individual funding arrangements of each of the government departments. Thus although some indicators were identified for evaluation within the SRA (e.g. approved school attendance), these indicators, if poor, were unlikely to result in reduced funding levels or changes to the Agreement.

In addition, all of the indicators were likely to be confounded by other factors at the community at any time, but there was little consideration of these variables within the reporting structure. For example, increased school attendance is an obligation of the community, measured through a baseline indicator that compares school attendance before the SRA to that after the SRA. Factors such as the required time to replace the principal, lack of relief teachers, changing numbers of teacher's aides working at the school, and the health of teachers have all affected the levels of schooling provided throughout the SRA

implementation. These are all problems that weaken the education system and can adversely affect school attendance. However, these factors are often outside the influence or authority of the community. Moreover, indicators have been identified on only the demand- or community-side obligations, but there are no indicators that provide opportunities to evaluate the government obligations. This highlights the inconsistency of the application of 'shared responsibility' and points to the possibility that SRAs would have benefited from including public reporting requirements of the outcomes (see also ANAO 2007: 105).

The notion of shared responsibility is further restricted because there are few feedback mechanisms within the reporting structures to assess the shared responsibility. The only example where the development of the SRA received some attention was within the SRA Steering committee, which held one meeting following the official signing. The committee structure did not allow participation by community members, which reduced the opportunity for feedback and discussion. One participant of the committee suggested (pers. comm. 25/09/07): 'They are interesting meetings because of the personalities. You should come along, but I really don't know what is achieved by the committee.'

Once the agreement details were finalised by government, at Ali Curung the local-level coordinator employed as an administrative staff member of Ali Curung Council emerged as the most essential element in achieving successful development of the initiatives and services. In spite of this, these local governance arrangements are hardly reflected within the agreement. Those working at the local level have sought help and additional funding from government to support the SRA initiatives. In turn, they were able to direct assistance because they understood the level of support required locally. Their involvement remained critical throughout the SRA development but it was also a burden: the pressure placed on local staff to maintain programs contributed to the burnout suffered by many local employees and the subsequent high turnover of staff in Ali Curung. In the same way, the implementation of the SRA was also largely being carried through the efforts of a few key outsiders living in Ali Curung.

Service analysis within the Shared Responsibility Agreement

The subject of this report calls for an interpretation and review of some of the discretionary services that were delivered under the SRA. The services explored below include the internet café, the market garden, the art centre and the bus service, which were all in part delivered through the SRA. The review takes into account observations and anecdotes about the delivery of the initiative, the governance structure, and the ongoing sustainability of the project. The activities present a picture of the changing governance arrangements around implementation of services in the SRA at Ali Curung, including strengths and weaknesses within each of the service areas.

Internet café

The internet café was funded under Priority Three to improve school attendance and engage post-primary students. The internet café operated from the Broadcasting for Remote Aboriginal Communities Scheme (BRACS) building in Ali Curung and was intended to operate as a user-pays service for the residents of and visitors to Ali Curung. It was funded by DBERD and DEET and opened in May 2007. The café had a total of seven computers: four were publicly accessible computers for internet searching, two were used to improve literacy and numeracy outcomes in the community, and one computer was for the operation of the service.

The SRA delivered funding for the computer equipment (including printers), the internet wireless service, training for two community members and a paid full-time position to manage the centre. The full-time

position was divided into two part-time paid positions for community members of Ali Curung. The internet café rates changed from $2 per hour to between 20c and 50c per hour. The user-pays service was administered voluntarily through the Ali Curung Council. Since the service opened, it was used by community members for internet banking, general surfing, downloading music and other activities. At the then-current levels of usage, the service could not generate enough money for ongoing upkeep and running costs. In the short term, it needed to be supported by additional funding from government providers to maintain the computers and paid positions for the management of the service. This was not unlike other internet services that operate in small, remote towns throughout Australia that also require recurrent public funding to continue operations. Further, as the café was a service under the Ali Curung Council, it was uncertain who would be responsible for maintaining the service, and without an appropriate business plan, the suggestion that it operate under a Community Corporation warranted some scepticism. It remained the case that the internet café was unlikely to continue operations without the Council and without ongoing funding provisions.

With regard to the SRA Priority intended to be met by this initiative, the internet café created some limited results in terms of engaging greater numbers of post-primary students in the community, and employing two young men. But the internet café has little relevance in achieving increased school attendance because of its designated opening hours and the fact that computer facilitates were also available at the school. The facility would have been better utilised by residents, including post-primary students, if it could be correlated with their livelihood aspirations and training and employment options in some way. It would also have benefited from being linked to the computer-training programs in the school curriculum. Provision of training initiatives funded by DEET is important to increase the computer skills of residents. Nonetheless, the internet café needed to be more strategically linked to employment opportunities for residents.

Market garden

The market garden was funded under Priority One of the SRA and was intended to support welfare-to-work opportunities. It was established as the first project under the SRA, following the meetings organised by Centrefarm in 2005 and well before the SRA was signed. The development of the market garden was funded by Ali Curung Council ($40,000) and Centrefarm ($20,000). Under the SRA, the ICC provided some funding for infrastructure, including a new tractor. In addition to the SRA, DEET provided funding for training. The market garden had the capacity to provide fresh fruit and vegetables for the community store and was intended to complement the development of the Centrefarm initiative at Ali Curung; that is, it was planned as a training ground to develop the horticulture skills of CDEP participants for bigger Centrefarm projects. The Centrefarm project was to develop a large-scale mango farm near Ali Curung, but initial negotiations for a grower were unsuccessful, during the time that the evaluation was being conducted. This had an impact on the overall utilisation of skills that were developed through the market garden project.

However, the market garden has a much larger story than just its link with Centrefarm. The first steps in creating the market garden were clearing the site, laying the irrigation pipes and planting the first crops. DEET provided funds for a trainer to work alongside CDEP participants to develop their skills while they undertook the work. The participants received a Certificate 1 level in Horticulture during this time. The first successful crop from the market garden was watermelons; corn and rockmelons were not as successful. The first crop of watermelons was produced in January–February 2007 and distributed through the community, with small amounts of produce taken to Tennant Creek and Alice Springs for sale. However, the watermelons provided limited commercial return due to the timing in supplying the market

and the small amount of produce available. Many of the watermelons were distributed to or collected by community residents, but the store did not sell any.

In winter 2007, additional training funds were generated to allow the trainer to continue working with CDEP participants in establishing winter crops of broccoli, tomatoes, cabbage, silver beet, spinach and carrots. The carrots did not grow well; most were stunted and difficult to harvest. The tomatoes ripened quickly, but were not of suitable quality to distribute to wholesalers. Some of the broccoli was distributed to wholesalers, and small amounts of all other vegetables were distributed throughout the community. However, a quantity of vegetables was left to rot in the garden or could not be sold through the store. The reason for the latter situation was not clear and not further investigated.

From this account, it appeared that the market garden would need continual investment, marketing advice and ongoing funds from sources outside the community if it was to be developed further. The lack of a reasonable crop in 2008 led to the closure of the garden. Delivery of training skills in horticulture to community members had occurred by 2008, but the delay in negotiations between Centrefarm and growers meant that the planned outcomes of the training – employment at a bigger enterprise such as the Centrefarm farm – was not available.

Accountability for the delivery of work carried out under the instruction of trainers also required tighter control. For example, the pipework for both the vegetable garden and the sports oval was laid under the supervision of a training provider and subsequently required additional resources, funding and work to repair, as the main water pipe in the vegetable garden was not at a sufficient depth. Due to the nature of the contract, under which DEET funded the training provider, there was very little the community could do in order to hold the contractor accountable for the efficient delivery of the service. This example suggests that some training activities, while they were intended to increase participation and to be a cost-effective way of undertaking work at the community, were outside the formal accountability structures of service provision.

The funds provided by the government and other stakeholders covered some initial growing of crops, some infrastructure, training for community members to Certificate 1 in Horticulture, and in-kind support for a business plan. The lack of good sales, limited crop sizes, limited knowledge of farm management, and a problematic training system which failed to install infrastructure properly, have all resulted in a project that is likely to be unsustainable without further funding.

The market garden's poor performance can be attributed to lack of sufficient business planning and limited farm management skills at Ali Curung. The horticulture training was important in building the capacity of residents, but it was not sufficient to achieve the necessary qualifications to manage the market garden. One way of overcoming the problem was suggested by the then-SRA Project Officer, which was to deliver an economically independent model through funding a Farm Manager. Such a model deserves critical attention, and had the potential to develop and transfer farming skills to the local workforce while managing the farm for commercial purposes. This model follows a similar approach to the management of many art centres in central Australia and has some clear similarities with the Centrefarm proposal.

Art centre

The art centre development is part of the funding provided to achieve the SRA's Priority Two to establish small businesses. The art centre received funding for the building through the SRA. Separate funding for a coordinator's position was generated by the community under other funding programs, but funding to set up the art centre itself was still required in 2008.

The new art centre was to be located at the site previously used for the Women's Centre. Having an art centre, rather than selling art through the Community Council as had been previously done, was in recognition of art as an important source of income for a large number of community members and the significance of art and craft in retaining and maintaining culture and language. Under the SRA, the art centre building was also intended to house the children's play group. Funding from both the art centre and play group, as well as additional funds from Ali Curung Community Council, were combined to cover the costs of the new building. Following discussion with community members, it was clear that the co-location of the two initiatives needed immediate review, particularly with regard to how the mixed responsibilities of the art centre and child care were to be managed.

The art centre coordinator was hired in September 2007. Two CDEP participants were assigned to work with the coordinator and an art centre committee was formed in early October 2007. The art centre, a prefabricated building, arrived in the community towards the end of 2007. The participatory approach was used in developing the committee, which determined a formalised governance structure that was outside the SRA. In addition, it had a single management unit, a link with land and culture, and the capacity to generate substantial discretionary funds through other sources which were likely to help support this initiative. Despite this, ongoing sources of funding from government were also required for immediate needs, and Ali Curung residents continued to make submissions for funding the art centre activities.

The art centre, on its own initiative and with considerable support from the Ali Curung Council, began to attend markets in Alice Springs and distribute work to some agents in the central Australian region. A Council staff member took on the task of writing a business plan with the assistance of the residents, separate from the SRA arrangements. Nonetheless, the work to develop the art centre should have been more specifically included in the community obligations because it was a clear example of the willingness of residents to voluntarily assist in the development of services that improve their wellbeing and enhance their employment or livelihood opportunities.

Bus service

Preparing a business plan for the bus service was included in Priority Two, but the community obligations with regard to the bus were listed in Priority Four of the SRA, under improving health outcomes for the community. The bus service was intended to deliver an additional transport service for community members from Ali Curung to Tennant Creek and was defined as a user-pays service for residents. The primary purpose of this service was to give people access to health facilities in Tennant Creek, thus its presence on Priority Four, but also to other services such as shopping.

The bus was provided with funds from the ICC of up to $90,000. In August 2007 the bus was purchased and arrived at Ali Curung. At the community level, everyone was aware that the service had to operate on the basis of user pays. The original plan was that the bus would be managed initially by the Council, with the option of transferring the running of the business to an interested individual or family group in the long term. In the weeks following the arrival of the bus, Council staff attempted to work out the management of and the rules for the service. They endeavoured to find an individual who was licensed to drive the bus, to set up rules and to work out a rate for ticket prices. These decisions were undertaken with very little consultation with the Ali Curung community.

In September 2007, the Council offered the use of the bus for the football grand final in Tennant Creek at the return ticket cost of $55 for adults and $35 for children. People were required to pay cash on the Thursday before the football grand final. There were no tickets purchased and the bus did not go to the football grand final. However, on the Saturday morning community residents arranged for three buses

through Bush Bus to take community members to the grand final. While the Bush Bus service cost individuals $45 one way, the convenience of the Bush Bus service is that residents could pay for tickets using 'book up' or Centrelink pay deductions. This situation is further evidence of the debt cycles in which residents live, but also demonstrates their ability to organise and coordinate services. It is also a clear example of the mismatch between formal and informal decision-making processes operating in the community.

In the week following the grand final, after some conflict about the use of the bus, ICC staff came to the community to remove the bus to the ICC yard at Tennant Creek. This decision was made between Council staff and the ICC, who determined that the bus would not return to the community until the community could work out suitable arrangements for the bus service. In subsequent weeks, there was little attempt to explain the circumstances of the removal of the bus to community residents by the ICC, or to support the development of management responsibilities for the bus service.

Such a service is unlikely to work unless substantial effort is placed on developing a participatory approach that engages both representatives from the community and government staff, and allowing the development of rules and management of the bus service that are supported by both parties.

5. Summary of findings

Shared Responsibility Agreements were a relatively new way of delivering discretionary funding and services to remote Aboriginal and Torres Strait Islander communities. The working principle was that communities and individuals do something in return for the delivery of funding and government support. The Ali Curung SRA was a substantial investment of government funding; however, the working logistics of mutual obligations under these agreements were less than perfect in terms of tracking accountability and assessing outcomes. Among other things, and as Sullivan (2005: 7) pointed out with reference to SRAs, it was difficult to determine what funding was 'discretionary'.

In terms of the projects funded under the Ali Curung SRA, access to information provided through internet services is likely to be critical to improving education levels of the adult residents of Ali Curung, just as an art centre and a market garden could potentially provide critical employment for the largely under-employed Aboriginal population of the community. The lack of incorporation of effective business planning into all the Ali Curung SRA initiatives had a negative impact on the success of these services.

Sullivan (2005: 9) argued that SRA projects could be 'all carrot and no donkey', having plenty of funds but no one to carry out the work. He cited similar projects such as crocodile farms, horticultural ventures and bull-catching plants that universally failed under the Commonwealth Department of Aboriginal Affairs due to inadequate business plans. Despite the significant amounts of funding provided by the Australian Government and NT government, the delivery of the services in the Ali Curung SRA was dependent on local employees who could negotiate the working arrangements and source ongoing or additional funding for each of the initiatives.

The SRA's attempt to include small business development without clear business planning appeared misguided. Addressing such a priority, which was arguably not even a priority for many of the residents of the Ali Curung community, would require substantial investments to overcome the social and cultural tensions that are inherent to the Ali Curung community. Arguably, community-owned business will not

work in places where kinship and family obligations are the priority and integral to any livelihoods. The work-ready program in Priority One of the SRA did little to address these tensions or to bolster the employment opportunities of residents. So, it is unlikely that a business plan detailing possible business opportunities and providing avenues for funding these businesses will successfully achieve the development of businesses that are owned by the residents in Ali Curung.

The concept of the SRA in Ali Curung can be described as naïvely conceived, and this led to the problematic introduction of many of the initiatives; the bus and the market garden were two of the better examples. The idea that a poorly formulated contract may hold the community obligated to achieve certain (and often unrelated) sets of community behaviours in return for funding was flawed. The SRA was not a good substitute for other successful service delivery initiatives at Ali Curung. The SRA needed to better engage the community with skilled community development practitioners and mentors and, in doing so, achieve cultural change on community members' terms and conditions. This is not to argue that the Ali Curung SRA was not well intended or that those working to achieve the priorities did not consider the community's interests. However, taking lessons from the experience of previously successful programs, such as the Ali Curung Law and Justice program (NADRAC 2009: 81) would have improved the development and implementation of the SRA.

Representation and participation are key ingredients in achieving effective service delivery outcomes, but they are rarely achieved without consideration of local practices and context. Ali Curung residents expressed the view that, in past initiatives, they had felt most involved when they had the ability to play a role in the decisions being made, and where their cultural decision-making practices and understanding were recognised and incorporated in participatory processes. In this sense, the SRA Steering committee and parts of the SRA were weakened because they did not effectively include Aboriginal people in the decision-making systems. Much of the planning and consultation process for the SRA had a laissez-faire or ad hoc quality, and the Steering Committee had only one Aboriginal person on it. The SRA representation structures were thus weak, which limited the participation of Aboriginal people in influencing the shape of the agreement, including their own community and individual obligations. Active engagement of the residents of Ali Curung in the SRA's development, including consideration of the community's cultural, economic and social structures, could have ensured that it was a more appropriate and successful contract for negotiating shared responsibility.

6. Recommendations

The evaluation highlighted a number of issues that led to the following recommendations for consideration by the parties to the SRA. The recommendations were given to Ali Curung residents, Government participants and the SRA Steering Committee for comment and action. Although the recommendations were welcomed and discussed by the parties, they were not amended or taken up. This was due in part to the problems with the SRA itself, and also to the major policy changes that occurred over the same period as the SRA implementation – including local government and housing reform driven by the NT Government, and the Northern Territory Emergency Response (the 'Intervention') driven by the Australian Government – which meant that these recommendations could not be pursued.

Recommendations for amending the Agreement

1. That the parties to the SRA ensure that the Agreement is formulated with, and interpreted for, community members.

2. That the SRA recognises resident staff at Ali Curung who play an essential coordinating role in delivering and managing the activities and services of the SRA.

3. That the SRA Steering Committee work directly with residents of Ali Curung, including increasing participation of Ali Curung residents on the committee.

4. That the signatory Departments to the SRA review their roles in ongoing support of the activities and priorities of the SRA and advise the Ali Curung community of the results of that review.

5. That the community and individual obligations be reworked to more accurately reflect the values and commitments of the community.

6. That SRA stakeholders, particularly signatories to the agreement, immediately address the actions under health, school attendance and post-primary engagement priorities of the SRA.

7. That a review is undertaken of priorities and commitments in the SRA, considering the impacts of the changes to CDEP, the introduction of the NT Emergency Response and local government reform.

8. That the ICC undertakes a review of actions required by Indigenous Small Business Fund (ISBF) for the delivery of business plans.

Recommendations for the coordination of the SRA Steering Committee

1. That the Steering Committee establish a schedule of monthly meetings for the life of the SRA.

2. That agencies involved in the SRA share appropriate information and resources via regular meetings.

3. That the Steering Committee include Aboriginal residents in the decision-making structures of the SRA.

4. That the Steering Committee hold public forums to increase the feedback loops to the community about the progress of the SRA.

5. That there is shared documentation of the planning and ongoing progress of the SRA to help alleviate the problem of loss of information caused by departmental and residential staff turnover.

Recommendations for the Internet café

1. That the residents of Ali Curung are given more information regarding costs and benefits to the Ali Curung community of controlling a separate incorporated organisation to run the internet service.

2. Opportunities for future funding of the internet café under the Indigenous Business Australia (IBA) initiatives of the Australian Government are considered.

3. That the internet café training be combined with training programs for CDEP and Work for the Dole participants (particularly those participants involved in Council office, school, art centre management, and clinic), in ways that build their capacity to undertake the jobs they are assigned.

4. That a closer link between the school's computer curriculum and internet café training is established.

5. That stakeholders undertake a detailed analysis of the influence of changes (including local government reform and CDEP) on the viability of the internet café.

Recommendations for the Market garden

1. That ISBF completes the proposed business plan in consultation with Ali Curung stakeholders and includes the establishment of the position of farm manager and long-term employment opportunities for Ali Curung residents.

2. That Centrefarm and Ali Curung residents establish a working group to open up clear communication lines.

3. That the position of supervisor for the farm workers is established and that the position is ongoing, rather than using the limited skills available through CDEP.

4. That participatory planning is coordinated with a group of selected Ali Curung men, who are most likely to work with the garden and farm, about the development of the market garden.

Recommendations for the Art centre

1. That there is an immediate review of the housing of the art centre and the children's play group in one location, in consideration of some residents' preference that these services are not co-located.

2. That the written documentation of the SRA more accurately reflect the contributions that Ali Curung community members and residents are making to establish a successful art centre.

3. That stakeholders investigate the effect of changes to CDEP and inform and advise the community of the options with regard to impact on the art centre.

Recommendations for the Bus service

1. That representatives from Ali Curung set up a committee to work with the ICC to establish a bus policy that is endorsed and supported by the Ali Curung community.

2. That an Ali Curung Council staff member be given responsibility to mentor potential candidates for bus driver positions, including helping to organise training and obtaining a passenger bus licence.

3. That a Business Plan is written for the bus service that takes into account and gives priority to local circumstances and changing governance structures of Ali Curung community.

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Appendix 1: Ali Curung Shared Responsibility Agreement

**Shared Responsibility
Agreement**

Between the
Aboriginal Community of Ali-Curung
and the

Australian Government
through the Department of
Family and Community Services and Indigenous
Affairs
Employment and Workplace Relations
Education Science and Training
and the

Northern Territory Government
through the Department of
Primary Industries, Fisheries and Mining
Business Economic and Resource Development
Employment Education and Training
and

Local Government Association of The Northern
Territory
and

Indigenous Business Australia
and

Centrefarm
2007

AMIS Agreement No. 563

Document Serial Number: 1818
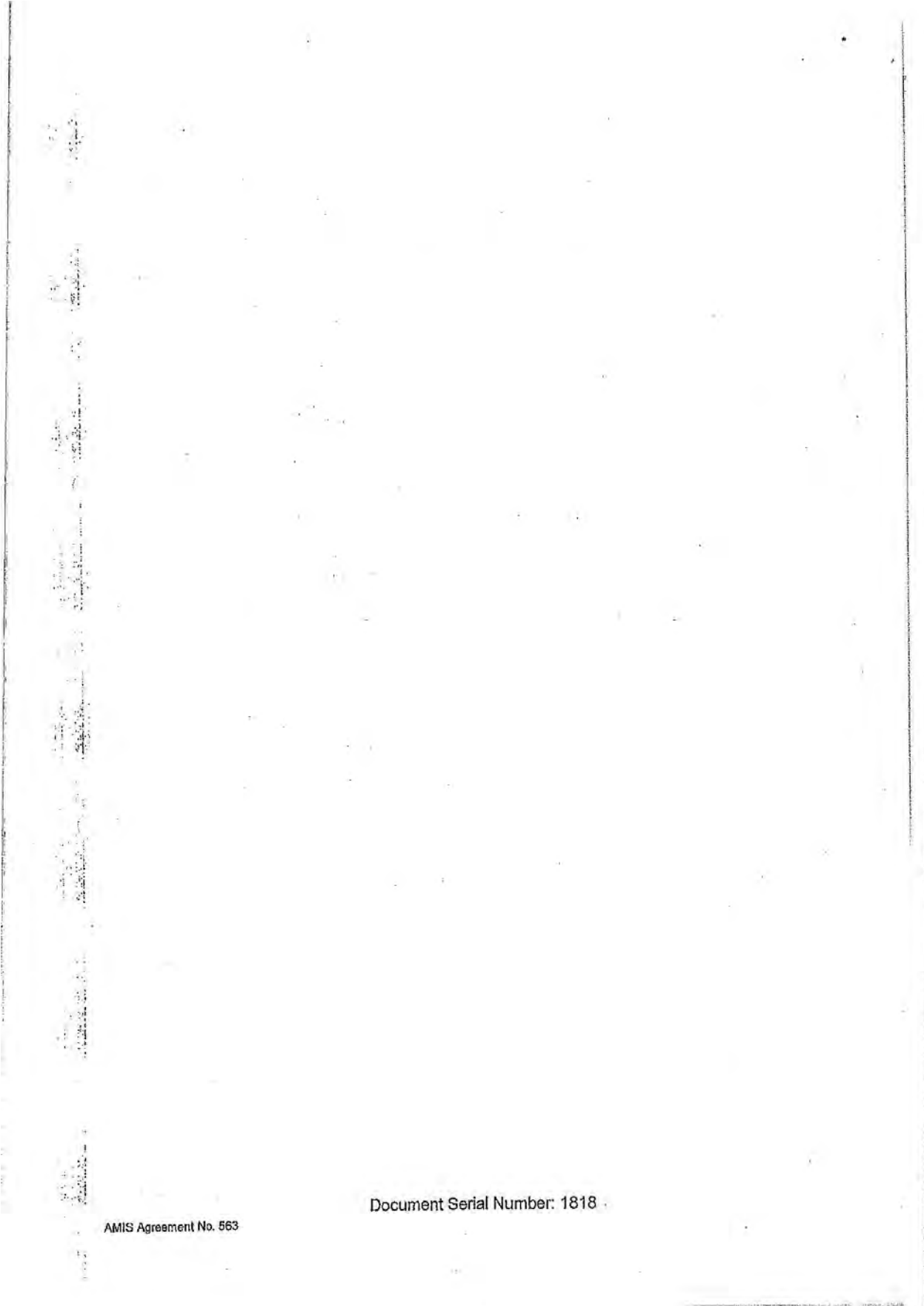
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OVERVIEW

This is an Agreement between the Community, the Australian Government through the Department of Family and Community Services and Indigenous Affairs, Department of Employment and Workplace Relations, and the Department of Education, Science and Training and the Northern Territory Government through the Department of Primary Industries, Fisheries and Mining, the Department of Business, Economic and Resource Development and the Department of Employment, Education and Training.

It is made in a spirit of non-legal partnership and shared responsibility for the joint pursuit of locally agreed priorities and outcomes -- these are attached as a schedule to this document.

This Agreement:
- recognises and respects each of the partners' rights and responsibilities; and
- provides a basis for cooperation and partnership between the Community and Government(s).

2 OBJECTIVES

In making this Agreement the Community and Government(s) have agreed to work together to:

- establish partnerships and share responsibility for achieving measurable and sustainable improvements for people living in the Community;

- support and strengthen local governance, decision making and accountability;

- learn from a shared approach - identify what works and what doesn't and apply lessons to future approaches both at the community level and more broadly.

3 LOCAL OUTCOMES AND PRIORITIES

Agreed priorities, outcomes and rationale are detailed in the attached schedule. These may be added to or changed at any time to reflect agreed new or revised priorities and outcomes.

The schedule:

- contains information about how the Community and the Government(s) agree to implement and manage their respective responsibilities;

- details agreed performance indicators, benchmarks and (need for) baseline data; and

- establishes specific feedback and monitoring mechanisms.

The Government partners to this Agreement are legally accountable for any funding they provide. Any funding commitment on their part is therefore subject to the partners entering into a legally binding funding agreement. The recipient of the funds under any such agreement must be a legal entity.

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4 PERFORMANCE MEASUREMENT AND EVALUATION

The Community and Government(s) agree to monitor and evaluate progress against agreed benchmarks and milestones, as well as agree to make such performance evaluation information available for national evaluations.

5 RELEASE OF THIS AGREEMENT

The Government(s) may be legally required to disclose, as part of its reporting responsibilities, this Agreement, the Schedule(s) and any data collected under this Agreement to Parliament or other Government Agency. The Community acknowledges it cannot object to legally required disclosure.

The Community also agrees that the Government(s) may release this Agreement publicly by allowing the Agreement to be published on the internet or by providing a copy to any person who requests it. The Community may request the Government(s) not to release (either by internet publication or provision of hard copy or both) the Agreement and/or the Schedule and/or any data collected under this Agreement.

6 ACCESS TO DATA

Unless there is a legal reason for not doing so, data collected during, or as part of, an activity carried out under this Agreement will be made available to both the Community and Government(s).

7 TWO-WAY FEEDBACK ARRANGEMENTS

Before signing this Agreement the Community and Government(s) will agree on a simple process for two-way feedback arrangements to clarify any misunderstandings that may arise.

8 REVIEW OF PROGRESS

Progress with activities undertaken as part of this Agreement will be reviewed after six months and again at regular intervals as agreed by the Community and Government(s).

9 DURATION AND VARIATION OF AGREEMENT

This Agreement will come into effect from the date of signing by all partners and shall continue in force until the partners agree to terminate the Agreement or prepare another document that replaces this Agreement.

The Community and the Government(s) may agree in writing at any time to change the contents of this Agreement.

Date: 15/5/07

Signed for and on behalf the Community
By Ali-Curung Council Chairperson.   ) RAYMOND RANKINE
)
)
)
in the presence of   )
)
)
)
Signed for and on behalf of   )
the AUSTRALIAN GOVERNMENT represented by   )
the Department of   )
Family and community Services and Indigenous Affairs)
by:)
)
in the presence of   )
)
Department of Employment and Workplace Relations)
by:)
)
)
in the presence of   )
)
Department of Education, Science and Training by:)
)
in the presence of:)
)
)
Signed for and on behalf of   )
the Northern Territory Government   )
represented by :   )
Department of Primary Industries, Fisheries and Mining)
by:)
)
in the presence of:)
)

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Department of
Business, Economic and Resource Development
by:

in the presence of:

Department of Employment, Education and Training by:

in the presence of:

Signed for and on behalf of
Indigenous Business Australia by:

in the presence of:

Signed for and on behalf of Centrefarm by:

in the presence of:

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Ali-Curung 1 - Ali-Curung

1. Community Priority

PRIORITY 1
Welfare to Work

2. Why does the community need this SRA?

Ali-Curung need this SRA at this time to ensure quality outcomes from the lifting of the RAE and to take advantage of employment and economic development opportunities provided by Centrefarm Horticulture Venture. It is the communities long term vision to have work available on the community for their young people to encourage them to remain on the community.

Ali-Curung have agreed to be an all-in CDEP community and require assistance to proceed with the welfare to work reforms.

3. How we will address the priority

Lift the Remote Area Exemptions
Work Closely with Centrefarm to ensure employment opportunities for Ali-Curung Residents
Prepare community members to be work ready and able to take up positions on the farm when growing proceeds
Develop a community Market Garden
Upgrade council machinery to ensure community can undertake Centrefarm work and tender for road contracts etc

4. What governments and other partners will do?

Australian Government

DEWR - Dept of Employment and Workplace Relations
- Lift Remote Area exemption
- Support the community during this period and enforce participation
- Provide additional CDEP places as required for all-in CDEP
- Establish an MOU between the JNM servicing Ali-Curung and the CDEP provider, outlying service, training and projects of joint benefit to work on in lead up to Centrefarm projects with the aim of pre-skilling and preparing a labour force for employment.
- DEWR's EDDP program will be used to fund the development of training programs.

OIPC - Office of Indigenous Policy Coordination
- OIPC will provide funds to upgrade community heavy machinery to ensure they can continue to quote to undertake work for Centrefarm.

State/Territory Government

Department of Business, Economic and Regional Development
- DBERD will provide support to community council to develop quotes to undertake work for Centrefarm
  Phase 1: Clearing and fencing
  Phase 2: Pipe laying, irrigation and infrastructure (Sheds etc)

Department of Primary Industry, Fisheries and Mines
- DPIFM will assist continual training in areas of expertise with professional advice, on the ground, when deemed suitable by both parties. By way of offering Garden staff practical assistance in Horticultural production, maintenance and husbandry.

Local Government

Ali Curung Council Association Inc.
- Towards market garden and propogation shed.

Other/NGO

Centrefarm
- To develop a market garden and propogating area.

5. What communities will do

Community to support all-in CDEP
Set up video conferencing equipment supplied through CPA funds
Provide appropriate training and work activities through CDEP to ensure employees are pre-trained to fill available positions.
Trainees are to be placed with all positions held by non-indigenous staff (To be included in staff members employment contract that they will work with a trainee) eg Housing officer, Sport and Rec Officer, CDEP co-ordinator)
Council will provide quotes and equipment for work at Centrefarm
Workers will be paid appropriate wages when undertaking real work
Council will establish an employee list to ensure employees are available
A contractor has agreed to assist with phase 1 of farm work and provide training to community members
Council to provide a training space and ensure community members are aware of training times and dates
Community to provide land, equipment and employees for the market garden/propagation area
Store will purchase produce grown locally for resale to community members

6. What families/individuals will do

All work age community members to participate in CDEP

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All CDEP participants to register with JNM to take advantage of training opportunities and Jobseeker account.

Individuals to accept and undertake pre-voc training to in preparation for traineeship opportunities.

Individuals/employees will make themselves available when opportunities arise

Community members will prepare site for the market garden including clearing and fencing

7. What community strengths can be built upon?

The community has been dysfunctional in the past with various problems including a ten year ban from the Barkly AFL, and a large percentage of male members have a history of incarceration. The community has worked hard to turn this around and believe the lifting of the RAE and increased participation by and engagement of community members will decrease boredom and anti-social behaviour.

The community sees this as their best opportunity to create real jobs through the welfare to work reforms, and through building economic development opportunities.

8. Performance Indicators - How will we know if the SRA is working?

	Indicator	Provided By	Frequency	Baseline
1	Number staying in employment for more than [say] 6 months after placement from the CDEP	Project Officer in consultation with the CDEP Coordinator	Quarterly	0
2	Number of Indigenous people transferring from CDEP or Income Support benefits to regular employment.	Project Officer with assistance from CDEP Coordinator	Quarterly	0
3	Number of (Indigenous) working age adults in regular (non-CDEP) employment	Project Officer	Quarterly	6
4	Percentage of CDEP workers trained in basic horticulture	CDEP Coordinator	Quarterly	0.00%
5	Description of Pre-voc training undertaken and to include number of particpants activiey employed as a result of the tra	Project Officer	Quarterly	

9. What are the key milestones for Government / Community / Other parties?

	Description	Target Date
1	RAE Lifted	
2	All in CDEP community instigated	
3	Market garden established and producing produce.	
4	Work readiness training undertaken	

10. What are the agreed two-way feedback mechanisms and SRA monitoring strategies? Include how often and by whom.

Quarterly report from the CDEP Manager/CEO on number of CDEP participants moving into work, training undertaken etc.

Monthly field visits by field officer- reports added to AMIS

*NOTE: This funding is subject to the partners entering into a legally binding funding agreement.

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Ali-Curung 2 - Ali-Curung

1. Community Priority

Priority 2
Economic Development

2. Why does the community need this SRA?

To Develop economic development opportunities in line with the lifting of RAE and welfare to work reforms. Small businesses are required to improve services at Ali-Curung and provide jobs for local residents.

3. How we will address the priority

Assist the community to identify small business opportunities
Provide assistance to establish small businesses

4. What governments and other partners will do?

Australian Government

DEWR - Dept of Employment and Workplace Relations
* ISBF program to prepare feasibility studies/business plans for following small businesses:
Market garden
Cleaning Contracts
Lawn mowing/landscaping
Tourism/Art — only
Mechanical Workshop
Caravan Park/Accommodation
Bus Service
for feasibi
Provide Economic Development Officer from Tennant Creek to assist community establish and develop businesses
STEP program will train and staff community members for small enterprises
NEIS program will provided to assist in establishing small businessess

Indigenous Business Australia
* Assist community members who wish to develop a small business with loan applications/grants

5. What communities will do

Council, assisted by the Project Manager and Steering Committee members will develop a business incubation strategy
Council to initially establish small businesses and explore options for transition to community members ownership with Council retaining 50% non-profit share.
All community cleaning contracts to go to council, including govt. This will assist the development of cleaning business
Council to implement a user pays yard maintenance project for yards that are not maintained in conjunction with the house rental policy.
The community will establish a committee consisting of Traditional Owners, council members and other community reps to discuss township leasing and future possibilites for Ali-Curung.

6. What families/individuals will do

Community members to actively participate in brainstorming sessions to identify small business opportunities, activities, and priorities.
Community members to attend small business administration training prior to ownership
Business ownership to be transparent with full disclosure of potential owners
Transfer of ownership policy to be accepted by community members prior to business

purchase

7. What community strengths can be built upon?

See Priority one

8. Performance Indicators - How will we know if the SRA is working?

	Indicator	Provided By	Frequency	Baseline
1	Number of Community members actively participating in brainstorming sessions to identify small business opportunities, a	Project Manager	Quarterly	0
2	Describe activities undertaken to initially establish small businesses	Project Manager	Quarterly	
3	Number of Businesses established	Project Manager	Annually	0
4	Percentage of CDEP Participants involved in business establishment	Project Manager and DEWR statistics	Quarterly	0.00%

9. What are the key milestones for Government / Community / Other parties?

	Description	Target Date
1	Business plan completed	
2	An enterprise established	
3	Brainstorming session undertaken with community members	

10. What are the agreed two-way feedback mechanisms and SRA monitoring strategies? Include how often and by whom.

Quarterly report from CDEP Manager/CEO/Project Manager regarding milestones

Monthly Field visits by Project Officer- Reports added to AMIS

*NOTE: This funding is subject to the partners entering into a legally binding funding agreement.

Ali-Curung 3 - Ali-Curung

1. Community Priority

Priority 3
Improve school attendance and engage post primary students

2. Why does the community need this SRA?

The SRA requires all areas to be assisted to ensure community members are able to engage in employment and small business enterprises. (priority 1 and 2) Education is the first step toward active engagement in the community.

3. How we will address the priority

Address cultural appropriateness of learning
Encourage Parent Participation through the DEST Programs
Provide extra curricular activities and training programs for disengaged youth
Provide funding for an Internet Cafe for IT training

4. What governments and other partners will do?

Australian Government

DEST - Dept of Education, Science and Training
- DEST will provide funding for the following programs:
  Mentoring
  Enagagement of parents in education
  Nutrition Program *- lunch program, breakfast isn't running*
  New equipment

The engage parents project will include work shopping parents about the importance of education, children showcasing their work, parents undestanding the level of work their children are expected to complete.

The mentoring project allows for employment for two indigenous people to assist within the classroom context-eg: tutoring, group/one on one work activities. It is envisaged the mentoring project will assist with the implementation of other projects.

DEWR - Dept of Employment and Workplace Relations
- Provide funds for a training co-ordinator, support and mentor
- Provide funds through e-sub process for co-ordinator for the Internet Cafe.
- DEWR will assist with the engagement and support of young people through the JPET program
  Establish a Greencorp program

OIPC - Office of Indigenous Policy Coordination
- Part funding of school carpentry workshop upgrade *NR $50,000*

State/Territory Government

Department of Employment, Education and Training
- Provide appropriate training as required.

Department of Business, Economic and Regional Development
- Upgrade communications building to provide an Internet cafe. Provide funding for computer equipment and installation

Local Government

Local Government Association of Northern Territory (LGANT) −
- Provide funds to upgrade community sporting facilities
  Provide funds to establish a sports club/committee and provide governance training.

Ali Curung Council Association Inc.
- Part funding of school carpentry workshop upgrade

5. What communities will do

Establish a teacher/parent committee
Committee to develop learning activities that are culturally appropriate
CDEP to continue positions at school
Establish a sports club/committee
Establish a code of conduct for use of the facilities
Support a no school, No sport rule
Community will provide end of term rewards for children who attend school regularly
Community will provide funds to upgrade vehicle for use by Sport and Rec officer ($10,000)
School age children will not be permitted to use community facilities during school hours. (unless with a school program)
Internet Cafe will be user pays. Community will develop code of conduct for use.
Children will not be served at the store during school hours.
School to produce and implement a governance program

6. What families/individuals will do

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Families will commit to children being enrolled at school and attending each and every day for the entire length of the school day.

Individuals will volunteer their time to assist with cultural/traditional learning

I individuals will volunteer to assist in workshop

Families will ensure children are prepared for school by providing breakfast, clean clothes, and walking children to school.

Parents will support their children in school activities.

Parents will be actively involved in the PSP

Suitable community members to attain recognition for their existing skills or undertake training making them eligible for ITAS.

7. What community strengths can be built upon?

The community is currently prepared for full engagement and participation of their members due to welfare to work reforms. It is imperative we capitalise on this to ensure community members are skilled and prepared for the changes. Education and engagement is a very important part of preparing the next generation to be actively involved in their community, and able to make the most of opportunities as they arise.

8. Performance Indicators - How will we know if the SRA is working?

	Indicator	Provided By	Frequency	Baseline
1	Percentage increase of student attendance	Project Officer assisted by the School Principal	Quarterly	60.00%
2	Percentage of post primary school students engagaed in the school system	Project Officer informed by the Schools data	Quarterly	10.00%
3	Number of parents involved in PSP activities	Project Officer assisted by the Scchool Principal	Quarterly	0
4	Description of sporting activities identified to encourage and maintain engagemment of students	Project Officer	Once	
5	Is the No School – No Sport rule being enforced	Project Officer as informed by the School Principal	Quarterly	NO

9. What are the key milestones for Government / Community / Other parties?

	Description	Target Date
1	Sporting Club committee formed	
2	No School - No Sport policy implemented	
3	Cultural/Traditional learning incorporated into the school curriculum	

10. What are the agreed two-way feedback mechanisms and SRA monitoring strategies? Include how often and by whom.

Project Manager to provide quarterly report after discussions with the school

Monthly field visits bt field officer- Reports added to AMIS

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*NOTE: This funding is subject to the partners entering into a legally binding funding agreement.

Ali-Curung 4 - Ali-Curung

1. Community Priority

Priority 4
Improve Health outcomes for the community

2. Why does the community need this SRA?

All aspects of health and education need to be assessed and improved for the community to be able to participate fully in welfare to work reforms.

3. How we will address the priority

Improve access to health services
Educate community to address hygiene and health issues
Improve nutrition through education and school nutrition program
Enforce a dog control program

4. What governments and other partners will do?

Australian Government

OIPC - Office of Indigenous Policy Coordination
  • Provide funds for a bus, to establish a bus service to Tennant Creek to enable patients to attend appointments with Drs and specialists. This will be developed as a small business and residents will be able to use bus for a variety of reasons. The service will be user pays.

Aboriginal Organisation

Anyinginyi Health Aboriginal Corporation
  • Assist school canteen to develop a nutritious menu for school lunches
    Work with local store to ensure nutritious food is available for purchase

5. What communities will do

Community council to establish bus service as a small business
Bus driver to be licenced and employed by council
Bus maintenance to be addressed by council with council funding
CDEP crews to undertake clinic upgrades where possible(If expertise is available)
School canteen to provide nutritious lunches in line with Grow Well menu
Council and IHANT to develop housing contracts where individuals are responsible for cleanliness and damage
Community to continue with parks and gardens crew and ensure all community areas are clean and tidy
Council to develop community laws regarding dogs with the view to decreasing dog numbers and ensuring dogs are properly restrained
Healthy food store policy implemented and accepted.
Community clean up undertaken

6. What families/individuals will do

Individuals recognise bus service is a user pays facility
Individuals to behave appropriately when using bus service and abide by bus usage guidelines
Individuals to volunteer to assist with clinic upgrades if they have the expertise
Families to continue Centrepay deductions for school lunches
Individuals/families to commit to health training programs and living skills programs
Individuals and families to take responsibility for house maintenance and cleanliness(Normal wear and tear maintained by housing crew
All households to clean up yards, mow lawns and dispose of rubbish
Individuals/families to abide by community dog laws
All sporting participants to undergo appropriate medicals

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Community members to undertake clean house, clean yard program
All residents to be involved in community clean up

7. What community strengths can be built upon?

Ali-Curung has received some very good results in child health stats and now is a good opportunity to build on those and educate the community regarding hygiene and other chronic diseases.

8. Performance Indicators - How will we know if the SRA is working?

	Indicator	Provided By	Frequency	Baseline
1	Number of alcohol related hospital admissions and clinic attendances	Project Officer after discussion with Health staff	Quarterly	12
2	Number of Community awareness sessions relating to hygeine and nutrition held.	Project officer after discussion with Health Clinic Manager	Quarterly	0
3	Percentage of Failure to Thrive identified cases per total number of community infants	Project Officer with assistance of Health Staff.	Quarterly	0.00%
4	Number of (Indigenous) children with (one or more of) infectious diseases, otitis media (glue ear), dental caries, trach	Project Officer with assistance of Health Staff	Quarterly	0
5	Description of the impact of the Health related Hygiene and nutrition activities.	Project Officer after discussion with relevant prtesenters and Staff members	Quarterly	
6	Number of houses and yards clean and tidy	Community Council	Six Monthly	0.00

9. What are the key milestones for Government / Community / Other parties?

	Description	Target Date
1	Awareness sessions undertaken in nutrition and hygiene	
2	Clean house/ clean yard program commenced.	
3	Dog control program commenced with by laws being accepted by Council	
4	School Canteen menu reflcts nutritious Grow Well strategy	

10. What are the agreed two-way feedback mechanisms and SRA monitoring strategies? Include how often and by whom.

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Quartely report from Project Manager following discussions with Clinic and CEO.

Monthly field visits from ICC Project Officer- Report to be added to AMIS

*NOTE: This funding is subject to the partners entering into a legally binding funding agreement.

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Ali-Curung 5 - Ali-Curung

1. Community Priority

Priority 6
Early Childhood Development

2. Why does the community need this SRA?

To ensure young children are engaged and ready for primary school.

3. How we will address the priority

Implement programs that assist parents to begin early education with their children during pre-primary years

4. What governments and other partners will do?

Australian Government

FaCSIA - Department of Families, Community Services and Indigenous Affairs

•
Rebuilding of women's Centre /Arts Centre.
• Provide funding for Playgroup operational costs

DEWR - Dept of Employment and Workplace Relations
• Provide 4 STEP places for childcare Cert 1 and 2, over two years.

DEST - Dept of Education, Science and Training
• Early Childhood Reading Program. This project will assist parents to understand and be workshopped on how their children learn how to read, write etc and parents will continue this within the home environment. Parents are able to come into this project and assist and continue with learning behavious. This funding is for 06/07 and 07/08.

OIPC - Office of Indigenous Policy Coordination
• OIPC will provide funding to rebuild the Arts Centre/Women's Centre

5. What communities will do

Assist with the rebuilding of the Womens Centre/Arts Centre
Assist with preparing the Childcare facility.

6. What families/individuals will do

Parents commit to assist with activities in the Playgroup facility.
Parents will commit to their children's participation in the early childhood literacy program.
Community members are prepared to undertake all pre-voc training and subsequent police checks prior to commencing Certificate 1 and 2 Child care training.
Community members found suitable will undertake Cert 1 and Cert 2 Child care programs.

7. What community strengths can be built upon?

A facility for holding the playgroup activity is available after some appropriate alterations.
Community women have been requesting this activitiy consistently as a prime priority for several years which identifies their intent to support.

8. Performance Indicators - How will we know if the SRA is working?

	Indicator	Provided By	Frequency	Baseline
1	Participation in play groups (or like activities)	Project Officer with the CDEP Women's Coordinator	Quarterly	0
2	Proportion of local (Indigenous) preschool to year three children enrolled in a school	Project Officer in cosultation with the School Principal	Quarterly	0.00%
3	Proportion of (Indigenous) students that achieve year 3 literacy and numeracy benchmarks	Project Officer in consultation with the School Principal	Quarterly	0.00%
4	Description of activities undertaken including parents participation	Project Officer	Quarterly	

9. What are the key milestones for Government / Community / Other parties?

	Description	Target Date
1	Playgroup operational	
2	Early childhood literacy program commenced	
3	Childcare facility commissioned	

10. What are the agreed two-way feedback mechanisms and SRA monitoring strategies? Include how often and by whom.

The project Manager in consultation with the school Principal will provide a quarterly report on performance indicators.

Monthly field visit by project officer- Report to be added to AMIS

*NOTE: This funding is subject to the partners entering into a legally binding funding agreement.

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Appendix 2: Draft Ali Curung Shared Responsibility Agreement, including financial obligations

Draft Schedule - Ali-Curung 1 - Ali-Curung

Community Context

The community of Ali-Curung was formerly known as Warrabri. Ali-Curung is Kaiditch language meaning country of the dogs, or dog dreaming. The community is located 170km south of Tennant Creek and 390 kms North East of Alice Springs. Four main language groups are spoken, these are Walpirir, Waramungu, Kaiditch and Alyawarra. Ali-Curung is a Local Government Council. There is a population of 528, of which 500 are indigenous. There is a store, primary school, clinic, mechanics workshop, bakery and police station on the community.

Community Engagement

The concept for the SRA was originally developed due to the leasing of land by traditional owners to Centrefarm, and the lifting of the remote area exemption at Ali-Curung. Centrefarm will develop the land for lease to private growers. An economic development forum was held in Tennant Creek to discuss options for Ali-Curung community to prepare for employment and economic development opportunities as they arise.

A steering committee was formed from this forum which includes members from NT Government, DEWR, ICC Manager, Centrefarm Project Manager, CLC, Ali-Curung Council president and Ali-Curung Council CEO. Representatives from other agencies have been invited to steering committee meetings as required.

Meetings have been held with the Community Council, school, clinic and the Sport and Rec officer. A number of Community meetings have also been held. A community meeting was held at the end of the development stage to ensure the community people were satisfied with the final results and their obligations. Funding has been approved from the FFP and DEWR to engage a project Manager and interpreters to ensure continuing, meaningful engagement of community members in the comprehensive SRA.

1. Community Priority

PRIORITY 1
Welfare to Work

2. Why does the community need this SRA?

Ali-Curung need this SRA at this time to ensure quality outcomes from the lifting of the RAE and to take advantage of employment and economic development opportunities provided by Centrefarm Horticulture Venture. It is the communities long term vision to have work available on the community for their young people to encourage them to remain on the community.

Ali-Curung have agreed to be an all-in CDEP community and require assistance to proceed with the welfare to work reforms.

3. How we will address the priority

Lift the Remote Area Exemptions
Work Closely with Centrefarm to ensure employment opportunities for Ali-Curung Residents
Prepare community members to be work ready and able to take up positions on the farm when growing proceeds
Develop a community Market Garden
Upgrade council machinery to ensure community can undertake Centrefarm work and tender for road contracts etc

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4. What governments and other partners will do?

Australian Government

Contributor Name:	DEWR - Dept of Employment and Workplace Relations
Proposed Total:	In-Kind
In-Kind	Lift Remote Area exemption Support the community during this period and enforce participation Provide additional CDEP places as required for all-in CDEP Establish an MOU between the JNM servicing Ali-Curung and the CDEP provider, outlying service, training and projects of joint benefit to work on in lead up to Centrefarm projects with the aim of pre-skilling and preparing a labour force for employment. DEWR's EDDP program will be used to fund the development of training programs.

Contributor Name:	OIPC - Office of Indigenous Policy Coordination
Proposed Total:	$100,000
$100,000	OIPC will provide funds to upgrade community heavy machinery to ensure they can continue to quote to undertake work for Centrefarm.

State/Territory

Contributor Name:	Department of Business, Economic and Regional Development
Proposed Total:	In-Kind
In-Kind	DBERD will provide support to community council to develop quotes to undertake work for Centrefarm Phase 1: Clearing and fencing Phase 2: Pipe laying, irrigation and infrastructure (Sheds etc)

Contributor Name:	Department of Primary Industry, Fisheries and Mines
Proposed Total:	In-Kind
In-Kind	Develop a training program to cover all aspects of work readiness, including work ethic, obligations to employer etc.

Local Government

Contributor Name:	Ali Curung Council Association Inc.
Proposed Total:	$40,000
$40,000	Towards market garden and propogation shed.

Other/NGO

Contributor Name:	Centrefarm
Proposed Total:	$20,000
$20,000	To develop a market garden and propogating area.

5. What communities will do

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AMIS Agreement No. 563

Community to support all-in CDEP

Set up video conferencing equipment supplied through CPA funds

Provide appropriate training and work activities through CDEP to ensure employees are pre-trained to fill available positions.

Trainees are to be placed with all positions held by non-indigenous staff (To be included in staff members employment contract that they will work with a trainee) eg Housing officer, Sport and Rec Officer, CDEP co-ordinator)

Council will provide quotes and equipment for work at Centrefarm

Workers will be paid appropriate wages when undertaking real work

Council will establish an employee list to ensure employees are available

A contractor has agreed to assist with phase 1 of farm work and provide training to community members

Council to provide a training space and ensure community members are aware of training times and dates

Community to provide land, equipment and employees for the market garden/propagation area

Store will purchase produce grown locally for resale to community members

6. What families/individuals will do

All work age community members to participate in CDEP

All CDEP participants to register with JNM to take advantage of training opportunities and Jobseeker account.

Individuals to accept and undertake pre-voc training to in preparation for traineeship opportunities.

Individuals/employees will make themselves available when opportunities arise

Community members will prepare site for the market garden including clearing and fencing

7. What community strengths can be built upon?

The community has been dysfunctional in the past with various problems including a ten year ban from the Barkly AFL, and a large percentage of male members have a history of incarceration. The community has worked hard to turn this around and believe the lifting of the RAE and increased participation by and engagement of community members will decrease boredom and anti-social behaviour.

The community sees this as their best opportunity to create real jobs through the welfare to work reforms, and through building economic development opportunities.

8. Performance Indicators - How will we know if the SRA is working?

	Indicator	Provided By	Frequency	Baseline
1	Number of Indigenous people transferring from CDEP or Income Support benefits to regular employment.	Project Officer with assistance from CDEP Coordinator	Quarterly	0
2	Number of (Indigenous) working age adults in regular (non-CDEP) employment	Project Officer	Quarterly	6
3	Percentage of CDEP workers trained in basic horticulture	CDEP Coordinator	Quarterly	0.00%
4	Number staying in employment for more than [say] 6 months after placement from the CDEP	Project Officer in consultation with the CDEP Coordinator	Quarterly	0
5	Description of Pre-voc training undertaken and to include number of particpants activley employed as a result of the tra	Project Officer	Quarterly	

9. What are the key milestones for Government / Community / Other parties?

	Description	Target Date
1	RAE Lifted	
2	All in CDEP community instigated	
3	Market garden established and producing produce.	
4	Work readiness training undertaken	

10. What are the agreed two-way feedback mechanisms and SRA monitoring strategies? Include how often and by whom.

*NOTE: This funding is subject to the partners entering into a legally binding funding agreement.

Draft Schedule - Ali-Curung 2 - Ali-Curung

Community Context

The community of Ali-Curung was formerly known as Warrabri. Ali-Curung is Kaiditch language meaning country of the dogs, or dog dreaming. The community is located 170km south of Tennant Creek and 390 km's North East of Alice Springs. Four main language groups are spoken, these are Walpiri, Waramungu, Kaiditch and Alyawarra. Ali-Curung is a Local Government Council. There is a population of 528, of which 500 are indigenous. There is a store, primary school, clinic, mechanics workshop, bakery and police station on the community.

Community Engagement

See priority one

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1. Community Priority

Priority 2
Economic Development

2. Why does the community need this SRA?

To Develop economic development opportunities in line with the lifting of RAE and welfare to work reforms. Small businesses are required to improve services at Ali-Curung and provide jobs for local residents.

3. How we will address the priority

Assist the community to identify small business opportunities
Provide assistance to establish small businesses

4. What governments and other partners will do?

Australian Government

Contributor Name:	DEWR - Dept of Employment and Workplace Relations
Proposed Total:	**$48,000**
$48,000	Fund a co-ordinator for Arts Centre. Funded through e-sub process Position will assist to establish and develop Arts business.
In-Kind	ISBF program to prepare feasibility studies/business plans for following small businesses: Market garden Cleaning Contracts Lawn mowing/landscaping Tourism/Art Mechanical Workshop Caravan Park/Accommodation Bus Service Provide Economic Development Officer from Tennant Creek to assist community establish and develop businesses STEP program will train and staff community members for small enterprises NEIS program will provided to assist in establishing small businessess

Contributor Name:	Indigenous Business Australia
Proposed Total:	**In-Kind**
In-Kind	Assist community members who wish to develop a small business with loan applications/grants

5. What communities will do

Council, assisted by the Project Manager and Steering Committee members will develop a business incubation strategy
Council to initially establish small businesses and explore options for transition to community members ownership with Council retaining 50% non-profit share.
All community cleaning contracts to go to council, including govt. This will assist the development of cleaning business
Council to implement a user pays yard maintenance project for yards that are not maintained in conjunction with the house rental policy.
The community will establish a committee consisting of Traditional Owners, council members and other community reps to discuss township leasing and future possibilites for Ali-Curung.

6. What families/individuals will do

Community members to actively participate in brainstorming sessions to identify small business opportunities, activities, and priorities.
Community members to attend small business administration training prior to ownership
Business ownership to be transparent with full disclosure of potential owners
Transfer of ownership policy to be accepted by community members prior to business purchase

7. What community strengths can be built upon?

See Priority one

8. Performance Indicators - How will we know if the SRA is working?

	Indicator	Provided By	Frequency	Baseline
1	Number of Community members actively participating in brainstorming sessions to identify small business opportunities, a	Project Manager	Quarterly	0
2	Describe activities undertaken to initially establish small businesses	Project Manager	Quarterly	
3	Number of Businesses established	Project Manager	Annually	0
4	Percentage of CDEP Participants involved in business establishment	Project Manager and DEWR statistics	Quarterly	0.00%

9. What are the key milestones for Government / Community / Other parties?

	Description	Target Date
1	Business plan completed	
2	An enterprise established	
3	Brainstorming session undertaken with community members	

10. What are the agreed two-way feedback mechanisms and SRA monitoring strategies? Include how often and by whom.

*NOTE: This funding is subject to the partners entering into a legally binding funding agreement.

Draft Schedule - Ali-Curung 3 - Ali-Curung

Community Context

The community of Ali-Curung was formerly known as Warrabri. Ali-Curung is Kaiditch language meaning country of the dogs, or dog dreaming. The community is located 170km south of Tennant Creek and 390 kms North East of Alice Springs. Four main language groups are spoken, these are Walpirir, Waramungu, Kaiditch and Alyawarra. Ali-Curung is a Local Government Council. There is a population of 528, of which 500 are indigenous. There is a store, primary school, clinic, mechanics workshop, bakery and police station on the community.

Community Engagement

See priority one

1. Community Priority

Priority 3
Improve school attendance and engage post primary students

2. Why does the community need this SRA?

The SRA requires all areas to be assisted to ensure community members are able to engage in employment and small business enterprises. (priority 1 and 2) Education is the first step toward active engagement in the community.

3. How we will address the priority

Address cultural appropriateness of learning
Encourage Parent Participation through the DEST Programs
Provide extra curricular activities and training programs for disengaged youth
Provide funding for an Internet Cafe for IT training

4. What governments and other partners will do?

Australian Government

Contributor Name:	DEST - Dept of Education, Science and Training
Proposed Total:	**$90,900**
$90,900	DEST will provide funding for the following programs: Mentoring Enagagement of parents in education Nutrition Program The engage parents project will include work shopping parents about the importance of education, children showcasing their work, parents undestanding the level of work their children are expected to complete. The mentoring project allows for employment for two indigenous people to assist within the classroom context-eg: tutoring, group/one on one work activities. It is envisaged the mentoring project will assist with the implementation of other projects.

Contributor Name:	DEWR - Dept of Employment and Workplace Relations
Proposed Total:	**$40,000**
$40,000	Provide funds for a training co-ordinator, support and mentor
In-Kind	DEWR will assist with the engagement and support of young people through the JPET program Establish a Greencorp program

Contributor Name:	DCITA - Dept of Communications, Information Technology and the Arts
Proposed Total:	**$40,000**
$40,000	Fund a co-ordinator for the Internet cafe. Co-ordinator will provide information and training. Users will access tutoring on line, courses on line. Computers can be used for homework, literacy numeracy training etc. Community members will also be trained in internet banking.

Contributor Name:	OIPC - Office of Indigenous Policy Coordination
Proposed Total:	**$25,000**
$25,000	Part funding of school carpentry workshop upgrade

State/Territory

Contributor Name:	Department of Employment, Education and Training
Proposed Total:	**$30,000**
$30,000	Provide appropriate training as required.

Contributor Name:	Department of Business, Economic and Regional Development
Proposed Total:	$50,000
$50,000	Upgrade communications building to provide an Internet cafe. Provide funding for computer equipment and installation

Local Government

Contributor Name:	Local Government Association of Northern Territory (LGANT)
Proposed Total:	$400,000
$400,000	Provide funds to upgrade community sporting facilities Provide funds to establish a sports club/committee and provide governance training.

Contributor Name:	Ali Curung Council Association Inc.
Proposed Total:	$25,000
$25,000	Part funding of school carpentry workshop upgrade

5. What communities will do

Establish a teacher/parent committee
Committee to develop learning activities that are culturally appropriate
CDEP to continue positions at school
Establish a sports club/committee
Establish a code of conduct for use of the facilities
Support a no school, No sport rule
Community will provide end of term rewards for children who attend school regularly
Community will provide funds to upgrade vehicle for use by Sport and Rec officer ($10,000)
School age children will not be permitted to use community facilities during school hours. (unless with a school program)
Internet Cafe will be user pays. Community will develop code of conduct for use.
Children will not be served at the store during school hours.
School to produce and implement a governance program

6. What families/individuals will do

Families will commit to children being enrolled at school and attending each and every day for the entire length of the school day.
Individuals will volunteer their time to assist with cultural/traditional learning
I individuals will volunteer to assist in workshop
Families will ensure children are prepared for school by providing breakfast, clean clothes, and walking children to school.
Parents will support their children in school activities.
Parents will be actively involved in the PSP
Suitable community members to attain recognition for their existing skills or undertake training making them eligible for ITAS.

7. What community strengths can be built upon?

The community is currently prepared for full engagement and participation of their members due to welfare to work reforms. It is imperative we capitalise on this to ensure community members are skilled and prepared for the changes. Education and engagement is a very important part of preparing the next generation to be actively involved in their community, and able to make the most of opportunities as they arise.

8. Performance Indicators - How will we know if the SRA is working?

	Indicator	Provided By	Frequency	Baseline
1	Percentage increase of student attendance	Project Officer assisted by the School Principal	Quarterly	60.00%
2	Percentage of post primary school students engagaed in the school system	Project Officer informed by the Schools data	Quarterly	10.00%
3	Number of parents involved in PSP activities	Project Officer assisted by the Scchool Principal	Quarterly	0
4	Description of sporting activities identified to encourage and maintain engagemment of students	Project Officer	Once	
5	Is the No School - No Sport rule being enforced	Project Officer as informed by the School Principal	Quarterly	NO

9. What are the key milestones for Government / Community / Other parties?

	Description	Target Date
1	Sporting Club committee formed	
2	No School - No Sport policy implemented	
3	Cultural/Traditional learning incorporated into the school curriculum	

10. What are the agreed two-way feedback mechanisms and SRA monitoring strategies? Include how often and by whom.

*NOTE: This funding is subject to the partners entering into a legally binding funding agreement.

Draft Schedule - Ali-Curung 4 - Ali-Curung

Community Context

The community of Ali-Curung was formerly known as Warrabri. Ali-Curung is Kaiditch language meaning country of the dogs, or dog dreaming. The community is located 170km south of Tennant Creek and 390 km's North East of Alice Springs. Four main language groups are spoken, these are Walpiri, Waramungu, Kaiditch and Alyawarra. Ali-Curung is a Local Government Council. There is a population of 528, of which 500 are indigenous. There is a store, primary school, clinic, mechanics workshop, bakery and police station on the community.

Community Engagement

See priority one

1. Community Priority

Priority 4
Improve Health outcomes for the community

2. Why does the community need this SRA?

All aspects of health and education need to be assessed and improved for the community to be able to participate fully in welfare to work reforms.

3. How we will address the priority

Improve access to health services
Educate community to address hygiene and health issues
Improve nutrition through education and school nutrition program
Enforce a dog control program

4. What governments and other partners will do?

Australian Government

Contributor Name:	OIPC - Office of Indigenous Policy Coordination
Proposed Total:	**$90,000**
$90,000	Provide funds for a bus, to establish a bus service to Tennant Creek to enable patients to attend appointments with Drs and specialists. This will be developed as a small business and residents will be able to use bus for a variety of reasons. The service will be user pays.

State/Territory

Contributor Name:	Central Australian Remote Health
Proposed Total:	**$30,000**
$30,000	To upgrade the clinic and provide a training area for community health education Provide equipment for the training room

Aboriginal Organisation

Contributor Name:	Anyinginyi Health Aboriginal Corporation
Proposed Total:	**In-Kind**
In-Kind	Assist school canteen to develop a nutritious menu for school lunches Work with local store to ensure nutritious food is available for purchase

5. What communities will do

Community council to establish bus service as a small business
Bus driver to be licenced and employed by council
Bus maintenance to be addressed by council with council funding
CDEP crews to undertake clinic upgrades where possible(If expertise is available)
School canteen to provide nutritious lunches in line with Grow Well menu
Council and IHANT to develop housing contracts where individuals are responsible for cleanliness and damage
Community to continue with parks and gardens crew and ensure all community areas are clean and tidy
Council to develop community laws regarding dogs with the view to decreasing dog numbers and ensuring dogs are properly restrained
Healthy food store policy implemented and accepted.
Community clean up undertaken

6. What families/individuals will do

Individuals recognise bus service is a user pays facility
Individuals to behave appropriately when using bus service and abide by bus usage guidelines
Individuals to volunteer to assist with clinic upgrades if they have the expertise
Families to continue Centrepay deductions for school lunches
Individuals/families to commit to health training programs and living skills programs
Individuals and families to take responsibility for house maintenance and cleanliness(Normal wear and tear maintained by housing crew

All households to clean up yards, mow lawns and dispose of rubbish
Individuals/families to abide by community dog laws
All sporting participants to undergo appropriate medicals
Community members to undertake clean house, clean yard program
All residents to be involved in community clean up

7. What community strengths can be built upon?

Ali-Curung has received some very good results in child health stats and now is a good opportunity to build on those and educate the community regarding hygiene and other chronic diseases.

8. Performance Indicators - How will we know if the SRA is working?

	Indicator	Provided By	Frequency	Baseline
1	Number of Community awareness sessions relating to hygeine and nutrition held.	Project officer after discussion with Health Clinic Manager	Quarterly	0
2	Number of alcohol related hospital admissions and clinic attendances	Project Officer after discussion with Health staff	Quarterly	12
3	Percentage of Failure to Thrive identified cases per total number of community infants	Project Officer with assistance of Health Staff.	Quarterly	0.00%
4	Number of (Indigenous) children with (one or more of) infectious diseases, otitis media (glue ear), dental caries, trach	Project Officer with assistance of Health Staff	Quarterly	0
5	Description of the impact of the Health related Hygiene and nutritition activities.	Project Officer after discussion with relevant prtesenters and Staff members	Quarterly	
6	Number of houses and yards clean and tidy	Community Council	Six Monthly	0.00

9. What are the key milestones for Government / Community / Other parties?

	Description	Target Date
1	Awareness sessions undertaken in nutrition and hygiene	
2	Clean house/ clean yard program commenced.	
3	Dog control program commenced with by laws being accepted by Council	
4	School Canteen menu reflcts nutritious Grow Well strategy	

10. What are the agreed two-way feedback mechanisms and SRA monitoring strategies? Include how often and by whom.

*NOTE: This funding is subject to the partners entering into a legally binding funding agreement.

Draft Schedule - Ali-Curung 5 - Ali-Curung

Community Context

The community of Ali-Curung was formerly known as Warrabri. Ali-Curung is Kaiditch language meaning country of the dogs, or dog dreaming. The community is located 170km south of Tennant Creek and 390 km's North East of Alice Springs. Four main language groups are spoken, these are Walpiri, Waramungu, Kaiditch and Alyawarra. Ali-Curung is a Local Government Council. There is a population of 528, of which 500 are indigenous. There is a store, primary school, clinic, mechanics workshop, bakery and police station on the community.

Community Engagement

See priority one

1. Community Priority

Priority 6
Early Childhood Development

2. Why does the community need this SRA?

To ensure young children are engaged and ready for primary school.

3. How we will address the priority

Implement programs that assist parents to begin early education with their children during pre-primary years

4. What governments and other partners will do?

Australian Government

Contributor Name:	FaCSIA - Department of Families, Community Services and Indigenous Affairs
Proposed Total:	**$180,000**
$180,000	Operational costs for Playgroup ($70,000) Rebuilding of women's Centre /Arts Centre ($110,000)

Contributor Name:	DEWR - Dept of Employment and Workplace Relations
Proposed Total:	**$52,800**
$52,800	Provide 4 STEP places for childcare Cert 1 and 2, over two years.

Contributor Name:	DEST - Dept of Education, Science and Training
Proposed Total:	**$40,000**
$40,000	Early Childhood Reading Program. This project will assist parents to understand and be workshopped on how their children learn how to read, write etc and parents will continue this within the home environment. Parents are able to come into this project and assist and continue with learning behavious. This funding is for 06/07 and 07/08.

Contributor Name:	OIPC - Office of Indigenous Policy Coordination
Proposed Total:	**$250,000**
$250,000	OIPC will provide funding to rebuild the Arts Centre/Women's Centre

5. What communities will do

Assist with the rebuilding of the Womens Centre/Arts Centre
Assist with preparing the Childcare facility.

6. What families/individuals will do

Parents commit to assist with activities in the Playgroup facility.
Parents will commit to their children's participation in the early childhood literacy program.
Community members are prepared to undertake all pre-voc training and subsequent police checks prior to commencing Certificate 1 and 2 Child care training.
Community members found suitable will undertake Cert 1 and Cert 2 Child care programs.

7. What community strengths can be built upon?

A facility for holding the playgroup activity is available after some appropriate alterations. Community women have been requesting this activitiy consistently as a prime priority for several years which identifies their intent to support.

8. Performance Indicators - How will we know if the SRA is working?

	Indicator	Provided By	Frequency	Baseline
1	Proportion of local (Indigenous) preschool to year three children enrolled in a school	Project Officer in cosultation with the School Principal	Quarterly	0.00%
2	Proportion of (Indigenous) students that achieve year 3 literacy and numeracy benchmarks	Project Officer in consultation with the School Principal	Quarterly	0.00%
3	Participation in play groups (or like activities)	Project Officer with the CDEP Women's Coordinator	Quarterly	0
4	Description of activities undertaken including parents participation	Project Officer	Quarterly	

9. What are the key milestones for Government / Community / Other parties?

	Description	Target Date
1	Playgroup operational	
2	Early childhood literacy program commenced	
3	Childcare facility commissioned	

10. What are the agreed two-way feedback mechanisms and SRA monitoring strategies? Include how often and by whom.

*NOTE: This funding is subject to the partners entering into a legally binding funding agreement.

DKCRC Partners

AIATSIS
Australian Institute of Aboriginal
and Torres Strait Islander Studies

Australian Government
Department of Families,
Community Services
and Indigenous Affairs

ANU
THE AUSTRALIAN NATIONAL UNIVERSITY

Centre for Remote Health
A joint centre of Flinders University and Charles Darwin University

CHARLES
DARWIN
UNIVERSITY

CSIRO

Curtin
University of Technology

desert peoples centre

Government of South Australia
Department of Water, Land and
Biodiversity Conservation

Government of
Western
Australia

Griffith
UNIVERSITY

JCU
JAMES COOK UNIVERSITY

MURDOCH
UNIVERSITY
PERTH, WESTERN AUSTRALIA

Northern
Territory
Government

NEWMONT
The Gold Company

NSW DEPARTMENT OF
PRIMARY INDUSTRIES

Southern Cross
UNIVERSITY

TANGENTYERE COUNCIL

THE UNIVERSITY
OF ADELAIDE
AUSTRALIA

University of
South Australia

THE UNIVERSITY
OF QUEENSLAND
AUSTRALIA

THE UNIVERSITY OF
WESTERN AUSTRALIA

University of
Wollongong

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