

OUTCOME AND OUTPUT STRUCTURE

In this reporting period the ILC continued to progress towards achieving its Outcome to:

Provide cultural, social, environmental and economic benefits for Aboriginal people and Torres Strait Islanders by assisting in the acquisition and management of an Indigenous land base.

The Outcome is set out at Figure 4 and will be achieved through the performance of the interrelated Output. This Output ensures the delivery of cultural, social, environmental and economic benefits to Indigenous people.

FIGURE 4: 2003-2004 OUTCOME AND OUTPUT STRUCTURE

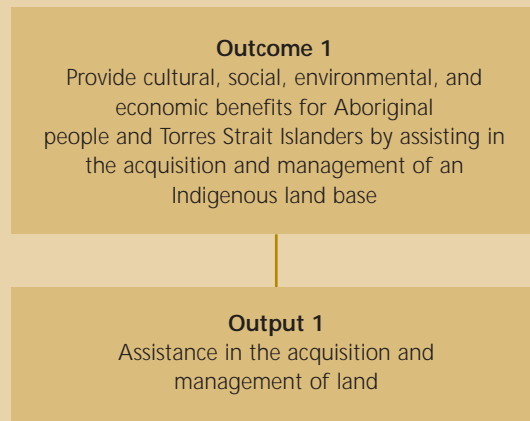
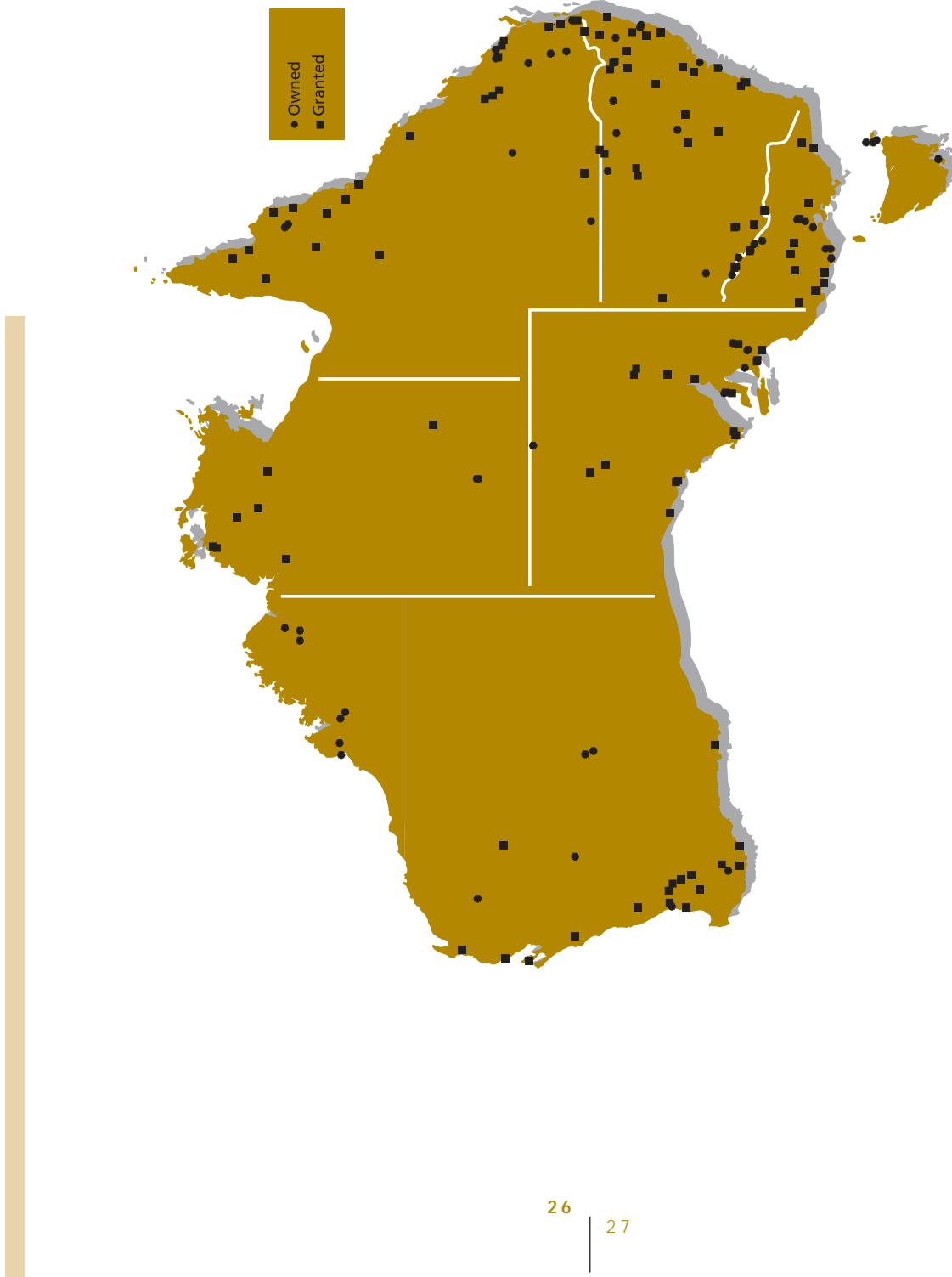


FIGURE 5: ILC ACQUISITIONS AND DIVESTMENTS TO JUNE 2004



ACQUIRING LAND

Objective

To assist Indigenous people acquire land in order to provide them with cultural, social, environmental and economic benefits.

Strategies

- Develop, implement and periodically revise regional profiles that identify and prioritise Indigenous land needs within regions through consultation with Indigenous people and other relevant parties.
- Through consultation and research, ensure the benefits of land ownership outlined in applications are clearly identified, achievable, sustainable and measurable.
- Acquire and transfer land through a clearly defined and transparent process.
- In each acquisition, identify and access to the maximum extent possible, other mechanisms and sources that may assist in the acquisition of land for Indigenous people.

NILS and Program Structure

The ILC Board issued its second revision of the NILS 2001-2006 in February 2004, fine-tuning the NILS introduced in October 2002 and strengthening the ILC's ability to accommodate the wide range of goals Indigenous people wish to attain through owning and managing land.

The NILS provides for a land acquisition program of four streams to directly provide cultural, social, environmental and economic benefits. These are:

- Cultural Acquisition Program (CAP) – aims to acquire culturally significant land for traditional owners and Indigenous people with historical and contemporary links.
- Social Acquisition Program (SAP) – supports land purchases that will further the social aspirations of Indigenous people and meet a variety of needs.
- Environmental Acquisition Program (EAP) – aims to provide environmental benefits. It is expected this will be best achieved through joint ventures with Australian Government or State agencies.
- Economic Acquisition Program (ECAP) – supports the purchase of land and the associated business assets required to run a business on that land.

Achieving benefits through land ownership and management is a challenging and complex task involving an array of technical, business and management skills that must be underpinned by capacity and commitment. This, and a need to emphasise sustainability, was highlighted by the ILC's assessment of properties acquired between mid-1995 and

mid-2002 where it was found that many properties had not met their full potential or the purpose for which they were acquired (see Remediation Strategy).

The revised NILS and Program Guidelines provide a framework for the delivery and measurement of achievable and sustainable benefits, and ensure that this approach is articulated in key policy documents and program documentation. Tools used in the application and assessment process include property management plans, that must accompany the application, and work plans to ensure a structure that delivers measurable sustainable benefits.

Land workshops are conducted to provide applicants with greater information and awareness of land ownership responsibilities and obligations, and to rigorously assess assertions made about the suitability of the property to meet the group's aspirations and the group's capacity and commitment to achieve its goals. A number of these workshops were conducted across the Divisions during 2003-2004, and feedback from participating groups indicated that, while the process was challenging and demanding, they nevertheless found it particularly helpful and informative.

Under each of the programs, if the property is successfully acquired, the ILC holds the legal title to the land and enters into an agreement with the applicant to provide the opportunity, through an agreed work plan, for the applicant to demonstrate capacity and commitment to manage the property and deliver identified benefits. This can be for a period of up to three years, and if the applicant successfully manages the property during this time the ILC will grant the property to a suitable THB. Ten such agreements and/or associated work plans were negotiated during the year.

Regional Profiles

Along with the revised four-stream program guidelines the ILC also revised its regional land needs planning approach. In order to provide context around an application, and to reinforce a strategic and operational focus at the local level, regional profiles have been developed utilising data collected as part of the former land needs planning process. These profiles contain a range of information, including:

- Area characteristics and economic activity
- Population characteristics – such as employment, income, housing, education and qualifications, tenure
- Existing Indigenous-held land
- Regional consultations undertaken
- Overview of broad issues for the region
- Contacts – such as Indigenous contacts, shires/councils, business contacts, land management contacts.

The development of regional profiles occurred as follows:

CDO

- Completed a total of thirteen regional profiles for the Northern Territory, Tasmania, Victoria and South Australia.

EDO

- In NSW and Queensland, regional profiles have been drafted for the six identified regions in each state. Following a quality assurance process, the profiles are expected to be completed by October 2004.

WDO

- Regional profiles have been completed for the six identified regions in WA.

Regional Indigenous Land Strategies

In line with legislative requirements and a Board directive all RILS were reviewed and revised during 2003-2004. Stakeholder input was collated and fed into this process, utilising:

- Information gained over the previous years from the Land Needs Planning Process and the regional profiles
- The following consultation mechanisms:
 - Regional information sessions delivered by Divisional offices during 2003
 - Writing to ATSIC Regional Councils in 2002 and NTRBs in early 2003 seeking feedback on the RILS.

Elements of the RILS that were revised included:

- The regional overview was updated as a result of ILC's involvement with regional agencies (Indigenous and non-Indigenous, including government and non-government), data arising from the land needs planning process and the development of the regional profiles. The following areas were updated:
 - Regional descriptions
 - Land holding and population data in regional maps, and
 - Demographic and other ABS sourced statistical data
- Update of the policy sections to reflect the revision of the NILS and Program Guidelines, including outlining the key principles and referring to the future use of regional profiles in operational matters and land acquisition and land management decision making by the General Manager and the Board
- Revision of the section outlining Commonwealth and State laws
- Update of the section that outlined regional consultations; and
- Update of the land acquisition and land management sections to provide greater context for the environment in which the ILC operates.

Applications Received 2003-2004

Consultations and the increase in the number of applications compared to the preceding year demonstrate that the shift in policy and procedure has been well received. The significant proportion of applications for urban properties demonstrates that the revised NILS has been effective in addressing urban land needs.

A total of seventy three applications were lodged during the year compared with forty five in 2002-2003, with the major increases occurring in EDO (from seventeen applications in 2002-2003 to thirty four in 2003-2004) and WDO (from fourteen to twenty six). Almost half the applications received were under the social acquisition stream and a significant proportion of these related to urban-based properties with existing infrastructure, where existing program providers were wishing to relocate to more appropriate premises in order to provide a better service to their Indigenous clients. The majority of the remainder of social applications pertained to rural/agricultural land, where applicants aspired to return to traditional country and achieve a range of social benefits in doing so.

Twenty five applications were lodged under the economic stream, predominantly for agricultural and pastoral pursuits such as beef and sheep production, cropping, viticulture and agro-forestry. These applications have generally not progressed far into the assessment process to date, partly due to their business plans requiring further development and partly due to the Board's deliberations over the ECAP criteria that saw a moratorium placed on the program for a significant part of the year.

The Board approved revised ECAP guidelines in June 2004, requiring ECAP proposals to:

- Assist Indigenous people to achieve long-term economic benefits through the acquisition and grant of land and establishment or continuation of land-based businesses
- Achieve significant cultural and social benefits through the creation of employment and training outcomes
- Assist broad-based Indigenous corporations, not individual or family entrepreneurs
- Provide for applications to be accompanied by a business plan that is consistent with the ILC's terms of reference.

Proposed businesses must:

- Be land-based and commercially viable
- Deliver economic benefits to Indigenous people
- Be managed and operated under arrangements, in the main, with partners who have industry expertise and
- Also deliver cultural and social benefits, including employment and training outcomes.

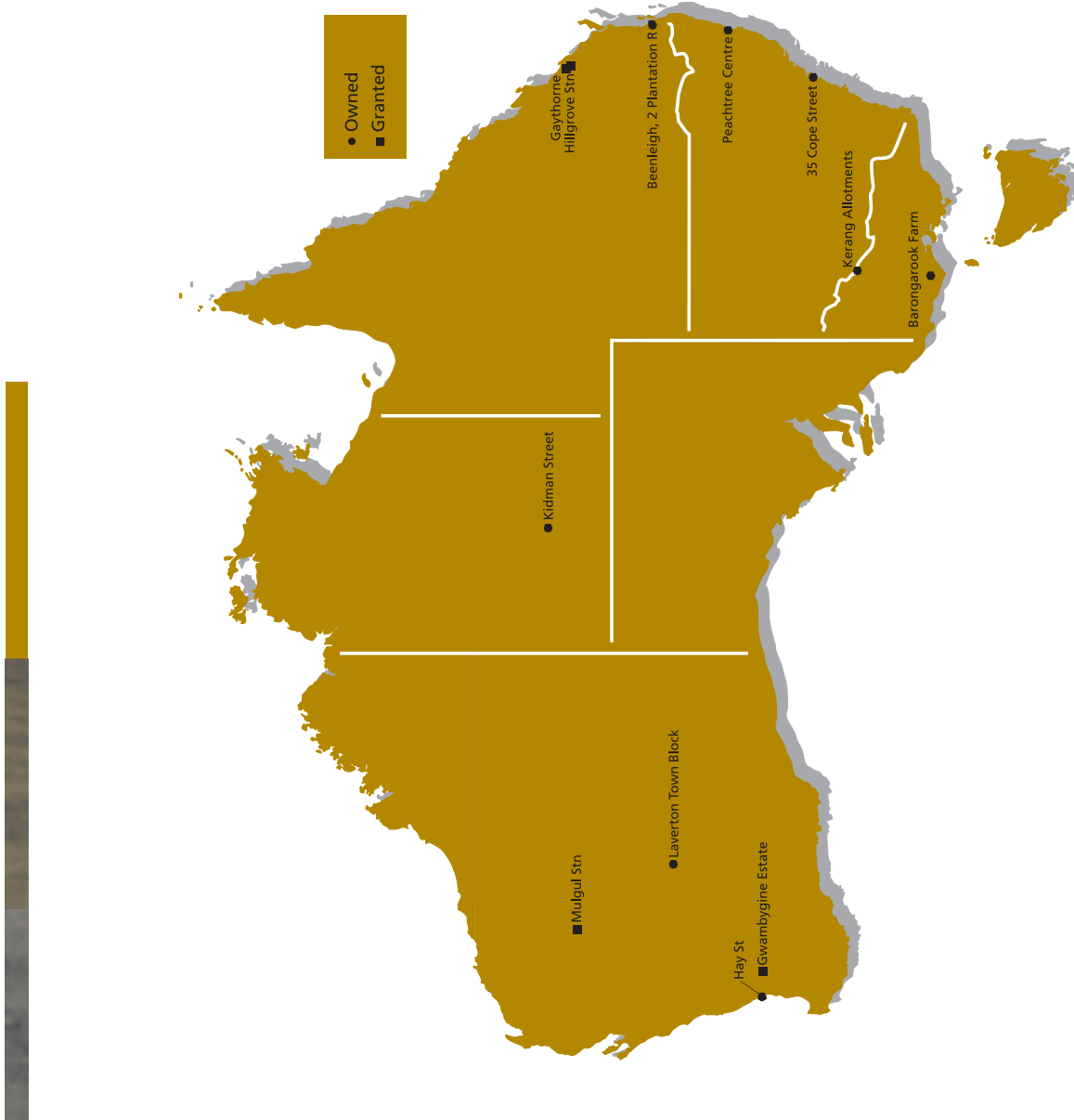
Applicants must also demonstrate the capacity and commitment necessary to own and successfully operate the business.

There were eight applications lodged under the CAP, the most notable being for several properties in the Lake Condah region of South West Victoria. This is a geologically unique area of ancient lava flows that is rich in traditional and historical Aboriginal sites of significance, including well-documented eel traps and stone huts. The area is under consideration for World Heritage listing and the proposed acquisitions are part of a larger plan to re-flood Lake Condah, preserve the ancient aquaculture systems and develop the unique tourism and associated opportunities of the region. The plan has the support and involvement of the local Shire, Catchment Authority and a number of public and private sector organisations.



Acquisitions and Divestments 2003-2004

FIGURE 6: ILC ACQUISITIONS AND DIVESTMENTS 2003-2004



**TABLE 2:
ILC LAND ACQUISITIONS, PURCHASES & DIVESTMENTS
TO 30 JUNE 2004**

ILC Region	Total properties approved for purchase*	Total properties settled	Total properties divested
NSW			
Up to 30.6.03	42	40	29
2003-04	1	2	0
Total	43	42	29
NT			
Up to 30.6.03	10	10	7
2003-04	1	1	0
Total	11	11	7
Qld			
Up to 30.6.03	32	32	22
2003-04	1	1	2
Total	33	33	24
SA			
Up to 30.6.03	25	25	19
2003-04	0	0	0
Total	25	25	19
Tas			
Up to 30.6.03	4	4	0
2003-04	0	0	0
Total	4	4	0
Vic			
Up to 30.6.03	27	24	18
2003-04	0	2	0
Total	27	26	18
WA			
Up to 30.6.03	27	27	15
2003-04	6	2	2
Total	33	29	17
Total			
Up to 30.6.03	167	162	110
2003-04	9	8	4
Total	176	170	114

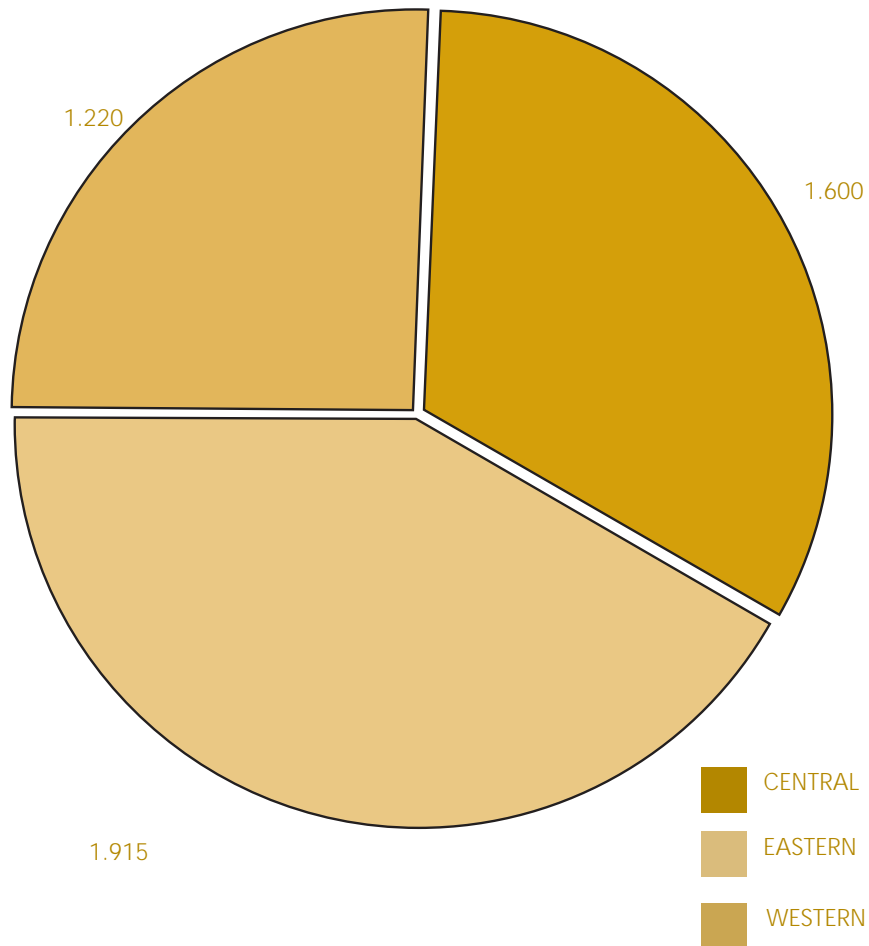
* Some approvals from previous years have now lapsed.

Eleven acquisition proposals were submitted to the ILC Board for approval during the year and nine were approved. Actual expenditure on land acquisitions for 2003-2004 was \$5.3m (Note: whilst the Board had approved some acquisitions, actual acquisition had not occurred in the reporting period). Properties successfully acquired include:

- Two adjoining properties in Alice Springs, NT for the Ingkerreke Outstation Resource Service Corporation, which provides CDEP and other services to Aboriginal outstations within a 200km radius of Alice Springs (social acquisition).
- A property in Nambucca Heads, NSW to assist a Community Radio Program and other cultural services provided by the Goori Broadcasters of Nambucca Incorporated (social acquisition).
- A property in Redfern, NSW for the Wyanga Aboriginal Aged Care Program so they can further expand and improve their service delivery to Indigenous Elders living in Redfern and inner south Sydney (social acquisition).
- A property in Beenleigh, Qld to assist the Traditional Owners of the region run a museum to maintain and promote their cultural and heritage links to the area (social acquisition).
- A property in Laverton, WA to be utilised as a Crisis Intervention Centre for the Aboriginal women's community (social acquisition).
- A property in Perth for the Yorganop Childcare Aboriginal Corporation, which is WA's leading Indigenous child placement and referral agency (social acquisition).
- A property in Kerang, Victoria with a workshop and small retail frontage to enable Pirrewil-Kurrek CDEP operate a small furniture manufacturing business (social acquisition).
- A property in south west Victoria currently leased as a dairy farm (social acquisition).

Approximately thirty applications were under active assessment as at 30 June 2004.

FIGURE 7: TOTAL DIRECT COST OF PROPERTIES BY DIVISION 2003-2004



Four properties were divested to Indigenous corporations during the reporting period, mainly due to the Board's position of only divesting when the proposed THB has demonstrated that it has both the capacity and commitment to manage the property sustainably. The opportunity for a THB to demonstrate this is established over a period of up to three years via an agreement with the ILC, where an agreed work plan is developed and its achievement monitored in a structured, supported manner. A number of these agreements have been established during the year.

In July 2003 Mulgul Station was granted to the Yulga Jinna Aboriginal Corporation, a corporation representing traditional owners of the area. The pastoral property, north west of Meekatharra WA, is the heartland of their traditional country and is now being operated as a pastoral enterprise under lease to the business arm of the THB, Koolanna Business Enterprise.

Gaythorne Station and Hillgrove Station, in Queensland, were divested to the Gidarjil Land Development Corporation in June 2004. The properties include eucalyptus hardwood timber plantations under lease to an agro-forestry operator, which include a provision to provide employment and training to Indigenous trainees each year. Gwymbagine Estate is near the town of York in WA. In September 2003 the property was divested to Gwymbagine Aboriginal Corporation (GAC). The property is divided into three sections with the arable land leased to neighbouring farmers providing revenue to the GAC.

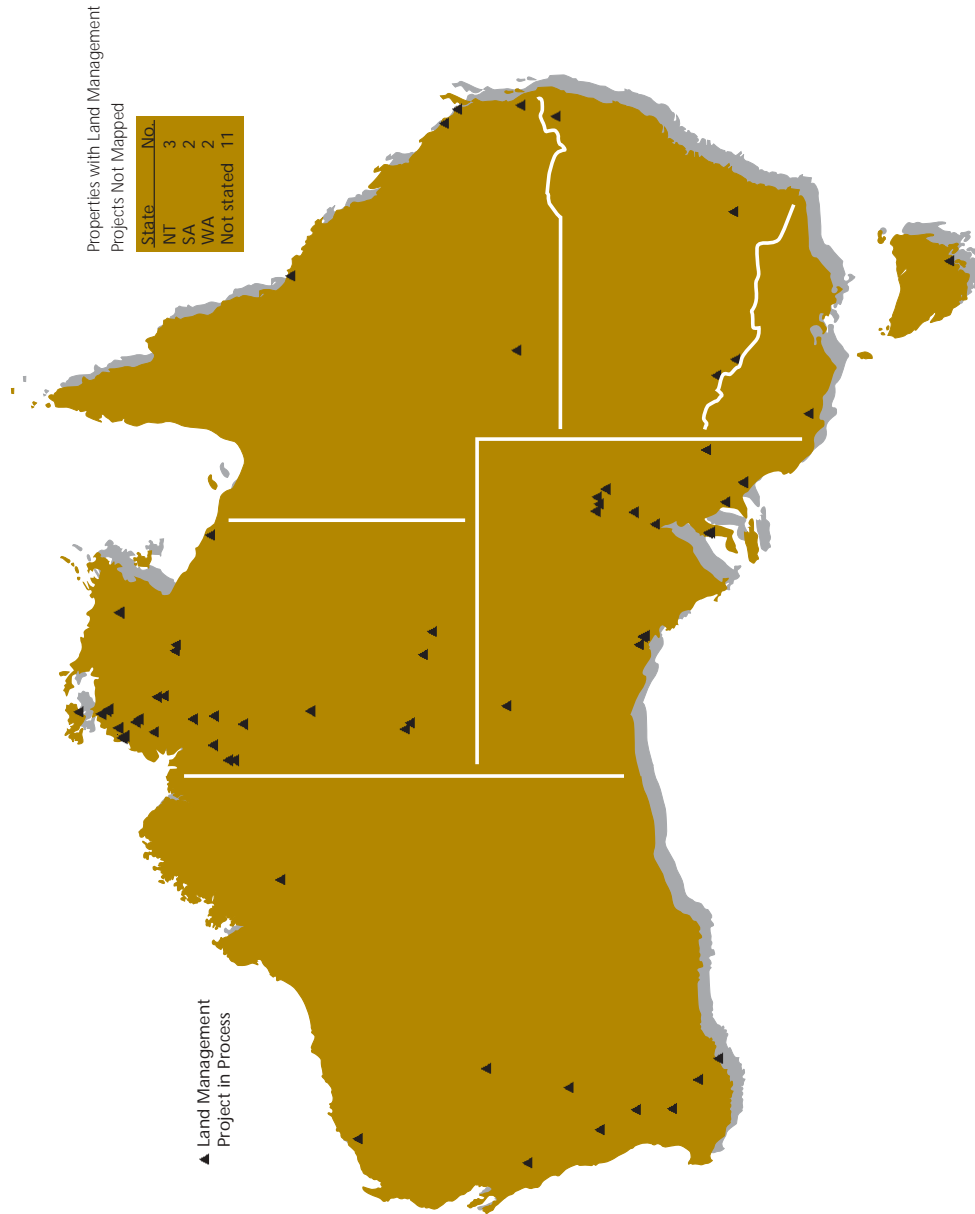
Two properties were sold during 2003-2004. Both properties were purchased under the former program structure, but after significant consultation it was established that the properties were not capable of delivering sustainable benefits to the applicant group. In addition, it was not possible to breach the gap between the group's aspirations and capacity by the granting of these particular properties. Consequently the Board decided, in accordance with section 191J of the ATSIC Act, that the properties be sold. The ILC will continue to work with the applicant groups in a constructive manner.

- Nenen Station, NT, which was purchased in 1998 for \$1.36m including livestock and P&E. The property was sold for \$1m. The net direct total cost to the ILC was \$111,000 after the sale of stock and receipt of lease fees.
- Wittenburra Turn Turn, Qld, which was purchased in June 2000 for \$2.38m, including livestock and P&E. The property was sold for \$1.4m at a net direct total cost to the ILC of \$761,000 after receipt of livestock and wool income.



LAND MANAGEMENT ASSISTANCE

FIGURE 8: ILC LAND MANAGEMENT ACTIVITY 2003-2004



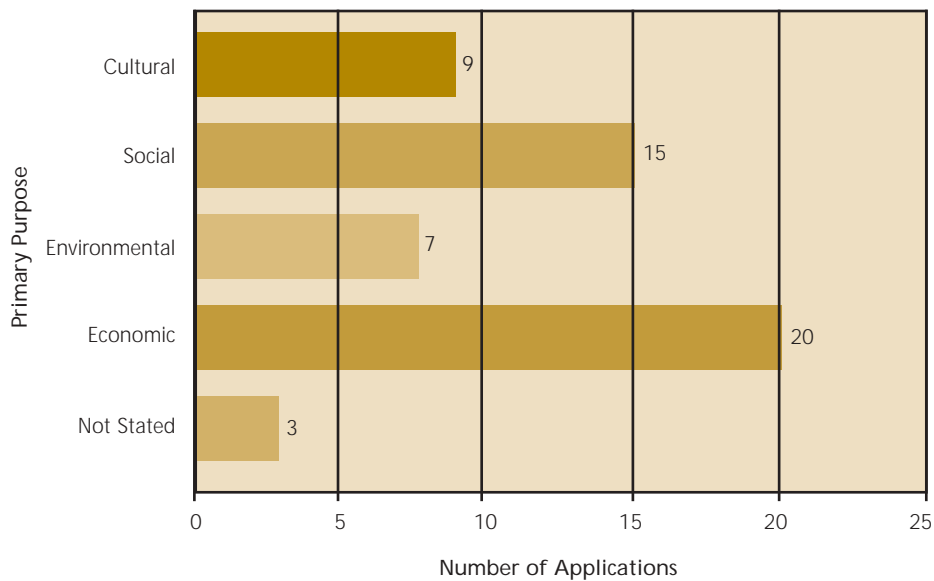
Objective

To assist Indigenous people to manage their land in order to derive cultural, social, environmental and economic benefits, by building capacity for self-reliance and supporting enterprises that deliver sustainable outcomes.

Strategies

- Facilitate and support land management planning in order to identify the land management issues associated with Indigenous-held land and the land use aspirations of its owners
- Through consultation and research, ensure the benefits of land management assistance are clearly defined, achievable, sustainable and measurable
- Assist and/or coordinate the development, implementation and evaluation of agreed solutions to land management issues with the landowners and other relevant organisations and agencies
- Assist Indigenous landowners develop and maintain viable and sustainable enterprises on their land, both at the individual level and through involvement in regional development processes.
- Maximise the ability of Indigenous people to manage and derive benefits from their land by developing, implementing and evaluating a comprehensive capacity building strategy.
- Provide assistance in the management of Indigenous-held land through a clearly defined and transparent process.

FIGURE 9: LAND MANAGEMENT ISSUES BY PRIMARY PURPOSE



NILS and Program Structure

The land management policies under the revised NILS are being implemented through the following strategic initiatives:

- Group Based Planning - to assist with identifying and defining achievable land-use goals
- Enterprise Development - to assist with developing viable and sustainable enterprises (including "not-for-profit" enterprises) on Indigenous-held land
- Regional Development - to contribute to regional development to provide benefits to local Indigenous landholders.

Two further initiatives are support services the ILC provides for Indigenous people:

- Coordination - provide information on coordination, available funding and regional support programs
- Research - undertake research to ensure benefits from land management and enterprise opportunities.

The ILC must pursue sound land and environmental practices, give priority to directly involving the landholders in land management activities and act in accordance with sound business principles whenever it performs its functions on a commercial basis. The revised Land Management Program has enabled better targeting of appropriate support through group based planning and the development of terms of reference for property/project management and business planning.

It also provides greater opportunity for Indigenous landholders to access ILC facilitation and support mechanisms to develop achievable plans for their land. The ILC has sought assistance from various Australian and State Government agencies responsible for administering the FarmBis⁴ program, and worked closely with Landcare⁵ and other catchment focus groups. It seeks advice from Indigenous Land Management Facilitators and training providers to deliver accredited training and planning assistance to Indigenous land managers and owners. Much of this effort has focused on working with individual landholding groups to improve their individual enterprises.

Transparent processes are clearly defined in the Land Acquisition and Land Management Program Guides. Field staff conduct land workshops with applicants to ensure they have fully contemplated and are able to achieve their land management aspirations. Group based planning and other related workshops are also used to assist applicants to clearly identify their abilities, priorities, capacity and goals.

4. The National FarmBis program provides support to primary producers and rural land managers for learning or training activities.

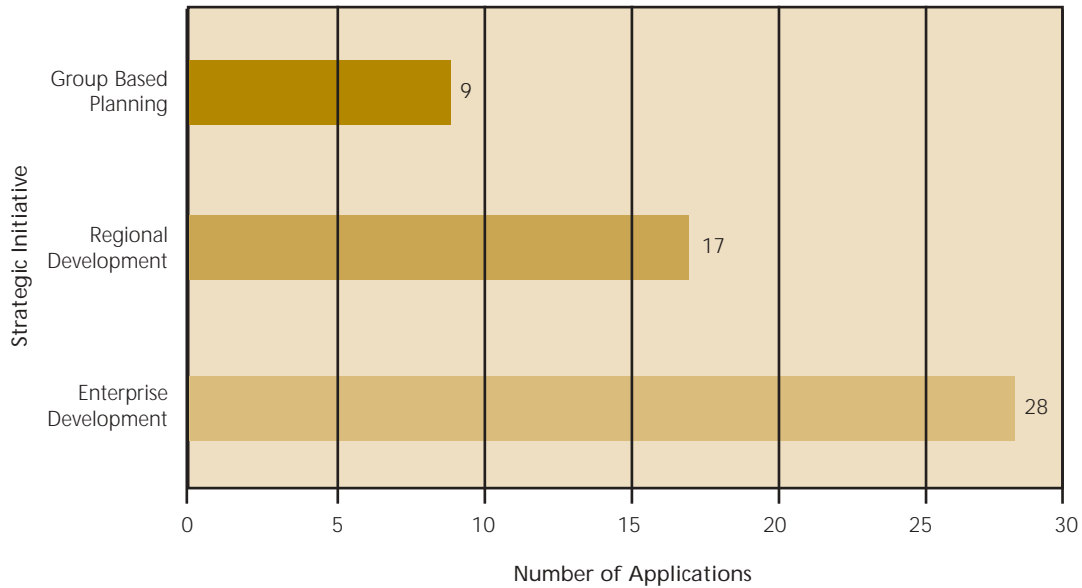
5. Landcare Australia Ltd is a not for profit company, set up at arms length from the government, with two main jobs: raising awareness of, and participation in, landcare and landcare issues, and raising funds and resources for landcare projects.

Applications Received 2003-2004

Evidence of an increased understanding of the ILC application process was demonstrated by the high standard of applications for land management assistance received during the reporting period. This appears to be due to the extensive consultations and workshops undertaken during 2003 to promulgate the revised program structure and guidelines to stakeholder groups and organisations.

A total of fifty four applications for land management assistance were received during the year, compared with thirty two in 2002-2003. The majority were from WA and the NT (with seventeen each), and nationally approximately one third of applications were for economic purposes and one third for social, generally under the Enterprise Development or Regional Development strategic initiatives. As in previous years the nature of proposals varied widely, and included land uses such as pastoralism, land-based aquaculture, horticulture and general farm development. Of interest, however, was that in Queensland the emphasis (in dollar terms) was on urban-based applications where it was apparent that the ILC was approached for assistance when the applicant's existing funding from other government agencies was inadequate.

FIGURE 10: LAND MANAGEMENT APPLICATIONS BY STRATEGIC INITIATIVE 2003-2004



Land Management Approvals 2003-2004

A total of thirty land management projects were approved during the year, with the bulk being spread between the NT, SA, WA and Queensland. Emphasis has continued to be placed on ensuring other agencies accept their responsibilities to Indigenous landowners, resulting in the majority of approved projects involving multi-agency agreements where the ILC is one of a number of contributors. Some examples approved during 2003-2004 include:

- Sponsorship, with Farmbis, of a customised Indigenous Grazing for Profit course attended by nineteen Indigenous Kimberley pastoralists
- A large project aimed at eradicating a serious environmental threat, the Yellow Crazy Ant, from North East Arnhem land, involving a collaborative approach between landowners, the ILC, NT Government agencies and scientific experts
- Indigenous Landcare Grants Program, WA – a jointly funded initiative with the WA Aboriginal Lands Trust and WA Government agencies
- Fencing an important riparian zone on an Aboriginal pastoral property in the Top End of the NT, involving matching funds with a Natural Heritage Trust (NHT) funded local land care group and landowners undertaking the fence construction
- A number of urban-based projects in Queensland, where the ILC is a minor funding partner but its contribution has allowed the projects to proceed.

There were almost seventy active land management projects involving ILC funding as at 30 June 2004, with over forty in the Central Division. The projects have a total value of approximately \$48m, but it is significant to note that the ILC's overall contribution is in the order of \$14m (or 30% of the total), and almost 60% involve joint arrangements, indicating a high degree of success in securing substantial partnerships with other agencies. Some of the existing strategic projects, and their outcomes to date, include:

- A collaboration between the ILC, the NT Government and the Northern and Central Land Councils aimed to increase pastoral production on Aboriginal properties throughout the Northern Territory. To date this has resulted in several properties entering into leasing arrangements involving an additional 4,000 head of cattle being carried, and signed agreements that will lead to a further 18,000 head. This activity has created twelve positions on the stations and in stock camps and another twenty eight short-term positions associated with fencing contracts. Additional discussions are underway with landholders of country with a carrying capacity in excess of 40,000 head.
- A similar project in WA between the ILC and the State Department of Agriculture, aimed at building the skills of Indigenous pastoral leaseholders in the Kimberley to manage and operate their properties. Two Indigenous pastoral managers have been employed to work alongside departmental officers, and both have commenced Certificate 3 training in Beef Cattle Production at Kimberley TAFE

- A major strategy across the Top End of the NT has been operating since 2000, involving the training of around eighty five people across six communities in natural resource management, particularly the control of the invasive weed *Mimosa pigra* and feral animals. The participants now have a range of competencies to assist them in managing their country, and small enterprises supporting nearly thirty people have developed to undertake contract work on neighbouring non-Indigenous properties. Importantly, the area of *Mimosa* in the target areas has been reduced from almost 3,000 ha in 1998 to less than half that in 2003, and the density in the remainder has been reduced from high (>10,000 plants per ha) to low (<100 plants per ha). This reduction has enabled the establishment of cattle enterprises that were not previously possible.

Remediation Strategy

As mentioned in last year's Annual Report the report, *Improving Outcomes from Indigenous Land Purchases*, stemming from an assessment of 146 of the 151 properties acquired by the ILC up to July 2002, has provided challenges for the ILC. The report found a number of barriers to Indigenous people achieving lasting and sustainable benefit from the ILC's land acquisition program, including:

- A gap between a group's aspirations and the capacity of the land to achieve those aspirations
- A gap between a group's aspirations and their capacity to utilise the land
- A lack of land management skills and knowledge
- In some cases, a lack of commitment.

Although many properties were accessed for social and cultural purposes, 80% were not being utilised to their full potential and 108 were identified as having critical, high, medium or low issues to be addressed. The ILC Board had previously endorsed a Property By Property Remediation Program in order that critical issues (i.e. those of an urgent health and safety nature) could be addressed, and in September 2003 formally approved the detailed implementation and funding of the wider Program.

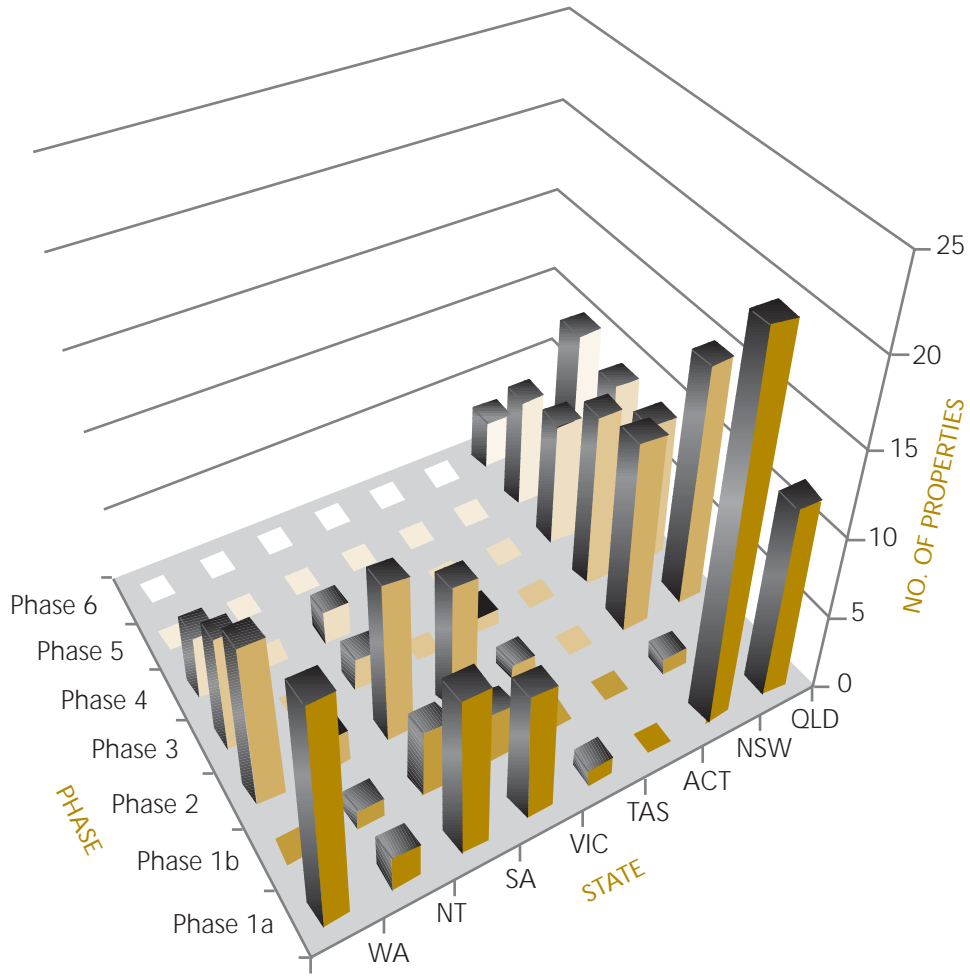
The Program takes a staged approach to addressing the identified issues that includes:

- Obtaining the agreement of the land-holder to participate in the Program
- Undertaking an audit of each property to assess the condition of the land and associated infrastructure
- Securing an agreement with the land-holders that, in return for the ILC addressing land and infrastructure problems, sees the land-holders commit to a range of capacity development and property management planning activities
- Assisting groups to implement the resultant property management plans, as appropriate.

The figure on the next page represents progress through the stages to date, as follows:

- Phase 1a - Invitation to the THB or proponent group to participate in the Remediation Strategy accepted
- Phase 1b - Invitation to the THB or proponent group to participate in the Remediation Strategy declined, or no response received
- Phase 2 - Subject to Phase 1a, the undertaking of a 'Good Order' audit of the property by the relevant Divisional Office
- Phase 3 - Pre-Remediation Planning Workshop, where the results of the Good Order audit are presented to the group, and their commitment to addressing issues identified in the ILC National Property Assessment is sought
- Phase 4 - Subject to a formalised Remediation Agreement, implementation of the Good Order works
- Phase 5 - Concurrent with Phase 4, the undertaking of PMP by the group
- Phase 6 - Implementation of the PMP, which could involve a range of assistance including capacity building and land management activities.

FIGURE 11: REMEDIATION PROGRESS 2003-2004



During the reporting period works to address critical infrastructure issues, such as the provision of potable water supplies and proper sanitation, and amelioration of hazardous situations such as electrical supply, have been completed on all but one property. Works on the outstanding property should be completed by the end of 2004. Nearly sixty additional property audits, and thirty subsequent workshops with the landholders, have also been completed to 30 June 2004. Agreements for the implementation of works and capacity/planning activities have been formalised in a number of cases with almost twenty groups having already commenced structured property management planning. A number of other agencies are assisting groups with their planning and other capacity development activities, including corporate governance training.

Approximately \$3.5m has been committed to the Remediation Program to date, and efforts will be ongoing for several years.

Capacity Development Assistance

A capacity development framework is at the heart of land acquisition and management activity undertaken by the ILC. It is a key principle of the NILS and acquisition process, and includes the land workshop (a requirement of the revised land acquisition and land management assessment process) and post-acquisition leasing arrangements between the ILC and the applicant group.

More than twenty of these participatory workshops were held during the year, and feedback suggests they have been successful in assisting applicants to discuss the risks associated with their plans, identify capacity requirements and design appropriate responses and work plans.

The ILC's focus on developing capacity of the landholders has been instrumental in building better communication and greater awareness between stakeholders and training service providers. It has established partnerships with a variety of these providers to conduct training on topics such as corporate governance, financial management, farm and stock management, cropping and pasture management and marketing. As a result of the ILC's partnership with the FarmBis program in the NT, SA and Victoria, Indigenous landowners are able to voluntarily access the program for formal training in a range of relevant areas, and as at 30 June 2004 over 400 of them had done so in SA and the NT, and ninety in Victoria.

Governance training was delivered to a number of Indigenous landowner groups during the year, and has led to improved land management practices and organisational structures (thus enabling better decision-making and greater ownership of agreed outcomes to land management solutions by their members). A number of service providers have been utilised in this process, and a register of providers has been progressively developed.

Discussions are currently underway with Indigenous Community Volunteers (ICV) with the aim of developing a partnership that would see ICV provide volunteers from the business sector to mentor and transfer business skills and knowledge to Indigenous landowners.

Extension, Education and Training Strategy (EETS)

An independent evaluation of EETS was completed in October 2003. The ILC Board implemented the development of the Strategy in July 2000 in recognition of its statutory responsibility to assist Indigenous landowners in the management of land, including the need for total packages of support that incorporated land management support, training, capital development needs and commercial land based enterprise skills and knowledge. A joint funding arrangement was negotiated with the Department of Agriculture Forestry and Fisheries that saw, over the duration of the project, a total of \$165,000 being contributed by that agency.

The delivery of training and provision of support for six pilot project locations was to inform the ILC about how best to assist Indigenous landowners to improve their land management and commercial land based enterprise skills and knowledge. The lessons learned would inform the development of an ILC strategy for providing land management support and facilitating appropriate training and skills transfer to landowners.

It was intended that a number of training packages would be trialled at different pilot locations, including Personal Development, Pre-vocational Induction, Traineeships and/or Apprenticeships, Manager's and Director's training. Four of the pilot projects did not progress beyond extensive consultation and negotiation with members of the THB. Nevertheless, this phase of the project provided useful insights into negotiating capacity development assistance, including training and skills transfer, with landowning groups.

The pilot at Yappala Station (Lower Finders Ranges, SA) was a particular success, however, with seven Board and community members undertaking accredited training in Business Governance, resulting in three graduating at the Certificate 4 level, one at the Diploma level and one with a number of recognised competencies. A comprehensive *Learning Guide for Corporate Governance Training for Indigenous Land Owning Corporations* was also produced.

The project has also provided lessons that have significantly informed the development of the ILC's broader capacity development policy. Some of the less conventional lessons include:

- Extension, education and training activities should take place on the relevant property, wherever possible
- The aspirations, level of commitment and capacity of the group needs to be clearly understood, as should the potential for conflict, by both the ILC and training service providers
- There must be room for flexibility in negotiating the way in which extension and training is delivered – the characteristics of each

- property and the capacity of group members varies significantly
- Organisational planning for participating members of the group needs to be comprehensive and take into account property activities, administrative and other commitments, and unexpected demands on them
 - Extension, education and training activities should be clearly linked to the skills, knowledge, management and operational requirements for implementing the PMP
 - Extension, education and training support packages should cover all aspects of activities on the property, including leadership, corporate governance, managerial capacity, operational skills and succession planning.

The ILC's capacity development PPN has been drafted and will be completed during the coming year.

Ongoing Strategic Partnerships

The ILC takes a regional approach to addressing land management issues, and places an emphasis on developing partnerships to access other relevant programs, establish regional relationships and to lever support from other Australian and State Government agencies.

In accordance with the Act the ILC must assist Indigenous people to make full use of the funds and programs available from other agencies and be involved in the provision of technical and professional advice, information and training.

Consequently, the ILC deals with land management issues as a service, rather than simply as a funding provider. It is a member of organisations and committees such as the WA Pastoralists and Graziers Association, State-based Farmers Federations, the Aboriginal Lands Natural Resource Management Committee (SA), the Cooperative Research Centre for Australian Weed Management, Tropical Savannas Cooperative Research Centre, Rangelands Australia and the Avon River Basin Committee (CSIRO). These partnerships are vital to the ILC's land management function and provide landholders with greater assistance for projects they wish to pursue.

The recent revision to the land management program provides for targeted support to enterprise and regional development, and includes regional and industry initiatives to increase capacity through the delivery of training and extension advice.