

***OUR PAST, OUR FUTURE,
THE WILLANDRA***

**WILLANDRA LAKES REGION WORLD HERITAGE AREA
THREE TRADITIONAL TRIBAL GROUPS**

**Mutthi Mutthi
Nyiamppaa
Paarkinji**



**PLAN OF MANAGEMENT
EMPLOYMENT STRATEGY
KEEPING PLACE EDUCATION AND RESEARCH CENTRE FEASIBILITY
STUDY**

2004

**Prepared by Australian Archaeological Survey Consultants Pty Ltd
GPO BOX 943 Canberra ACT 2601 Ph 0412 211137**

ACKNOWLEDGEMENTS

The consultants (Australian Archaeological Survey Consultants - AASC) thank all those people who generously shared their aspirations, knowledge, and understanding of the Willandra Lakes Region World Heritage Area and its values, people and organisations. In particular AASC would like to acknowledge the following people and institutions for their assistance in the project:

3TTG members
TASAC members
CMC members

and

Natalie Alberts, Musgrave Park Aboriginal Centre;
Cathy Banister, Uluru National Park;
Ed Clark, consultant researcher;
Billy Carroll, Nylinga Aboriginal Consulting;
Tamsin Donaldson, consultant researcher;
Phil Gordon, Australian Museum;
Jo Gorman, Area Manager, Lower Darling Area, NSW NPWS;
Chrissy Grant, Department of Environment and Heritage;
Nicholas Hall, Department of Environment and Heritage;
Louise Hercus, consultant researcher;
Keiran Hotchin, Department of Environment and Heritage;
Harvey Johnston, Archaeologist, Western Zone, NSW NPWS;
David Kause, National Museum of Australia;
Lars Kogge, Area Manager, Tibooburra Area, NSW NPWS;
Isobel McBryde, consultant researcher;
Phillip Manning, South Australian Museum;
Betty Meehan consultant researcher (discussing Rhys Jones' work);
Mike Ockwell, CMC Chair;
Gary Papin, Executive Officer, Lake Mungo National Park Joint Management Advisory Committee, NSW NPWS;
Rob Paton, consultant archaeologist;
Karen Peterson, National Museum of Australia;
Michael Pickering, National Museum of Australia;
Mike Preece, Department of Environment and Heritage;
Gaye Sculthorpe, Museum of Victoria;
Wilfred Shawcross, consultant researcher);
Brooke Watson, Uluru National Park;
Michael Westaway, National Museum of Australia; and
Doug Williams, Executive Officer, WLWHA, NSW NPWS.

3TTG PLAN OF MANAGEMENT

VISION STATEMENT

We, the Three Traditional Tribal Groups (3TTG), being the Mutthi Mutthi, Ngiyampaa and Paarkinji people, want to conserve the world of our ancestors and ensure the future of our children.

In relation to the Willandra Lakes region World Heritage Area, our aspirations are:

- the preservation of our spiritual, cultural and natural values;
- the enhancement of employment; and
- an improvement in our lifestyle.

***OUR PAST, OUR FUTURE,
THE WILLANDRA***

A. PROJECT INTRODUCTION

TABLE OF CONTENTS

WILLANDRA LAKES REGION WORLD HERITAGE AREA.....	1
A. PROJECT INTRODUCTION.....	1
A.1 Introduction – Project Overview	1
A.2 The Willandra.....	2
A.3 Consultation Process	5
A.4 The Consultant Project Team.....	8

A.1 INTRODUCTION – PROJECT OVERVIEW

In 1968 the cremated remains of an Aboriginal person were discovered eroding from the deflating lunette of Lake Mungo in south western NSW. That discovery triggered a program of archaeological research which drastically altered our knowledge and perception of Aboriginal occupation of Australia. Eventually the discoveries led to the Mungo grazing property becoming a National Park and, ultimately, the inscription of the Willandra Lakes Region on the World Heritage List for its universal natural and cultural values.

The Mutthi Mutthi, Ngiyampaa and Paarkinji, traditional tribal groups, known as the Three Traditional Tribal Groups (3TTG), have been involved in the Willandra Lakes Region World Heritage Area (WLRWHA) planning process since its inscription in 1981.

The 1996 report *Sustaining the Willandra: The Willandra Lakes Region World Heritage Property Plan of Management* identifies clearly the aspirations of the 3TTG as well as other stakeholders. The document also clearly addresses future joint management recommendations. The 3TTG continue to strongly endorse the 1996 Plan of Management, in particular the aspirations and recommendations identified and the overall process of joint management.

Numerous issues relating to management of the region have been identified and government has taken action to address many of them, especially those relating to pastoral landholders and their land management practices. One result is that each pastoral landholder now has an individual property plan that identifies individual management aspirations and their relationship to World Heritage Region management needs.

A similar 'individual' style plan of management, which addresses the Traditional Owner aspirations, is now also required. Many issues relating to cultural heritage management and cultural sensitivity have been identified in the Willandra Plan of Management, but no planning/implementation mechanism has so far been developed which identifies how these may be achieved.

The WLRWHA Three Traditional Tribal Groups Elders Council (3TTG Elders Council), the WLRWHA Technical and Scientific Advisory Committee (TSAC) and the WLRWHA Community Council (CMC) have identified as a high priority, the preparation of:

- a 3TTG Plan of Management,
- a 3TTG Employment Strategy; and
- a Feasibility Study for a Willandra Lakes Region World Heritage Area Keeping Place, Educational and Research Centre.

The NSW National Parks and Wildlife Service have commissioned Australian Archaeological Survey Consultants to carry out the three identified 3TTG projects.

This combined report includes the results of these three important projects relating to the Willandra Lakes Region World Heritage Area (WLRWHA) and the aspirations of the 3TTG.

An extensive discussion process among the 3TTG, WLRWHA management and the consultants has led to the documentation of the 3TTG's aspirations and associated recommendations presented here.

This report seeks to assist in fulfilling the 3TTG vision:

"We, the Three Traditional Tribal Groups (3TTG) being the Mutthi Mutthi, Ngiyampaa and Paarkinji peoples, want to conserve the world of our ancestors and ensure the future of our children.

In relation to the Willandra Lakes Region World Heritage Area our aspirations are:

- the preservation of our spiritual, cultural and natural values
- the enhancement of employment
- an improvement in our lifestyle."

A.2 THE WILLANDRA

The WLRWHA is located in south western NSW (Figure a(i)). When inscribed on the World Heritage List in 1981, the Willandra covered an area of 370,000 hectares. Following a review of the boundary in 1995, this area was subsequently reduced to 240,000 hectares (Figure a(ii)).

The WLRWHA comprises pastoral stations leased from the State; a large part of the Lake Mungo National Park, which is managed by the NSW National Parks and Wildlife Service (NPWS); and some small areas of free hold land.

The landscape of the Willandra is one of wide, dry plains punctuated by low ridges, dry creek beds and ancient dunes which mark the edges of dried lake basins.

In addition to its remarkable geological history, Willandra also tells a story of continuous Aboriginal occupation stretching back over 40,000 years.

For these reasons, Willandra is considered to be a place of outstanding natural and cultural significance, not only to Australia, but to the world.



Figure a(i): Location of WLRWHA

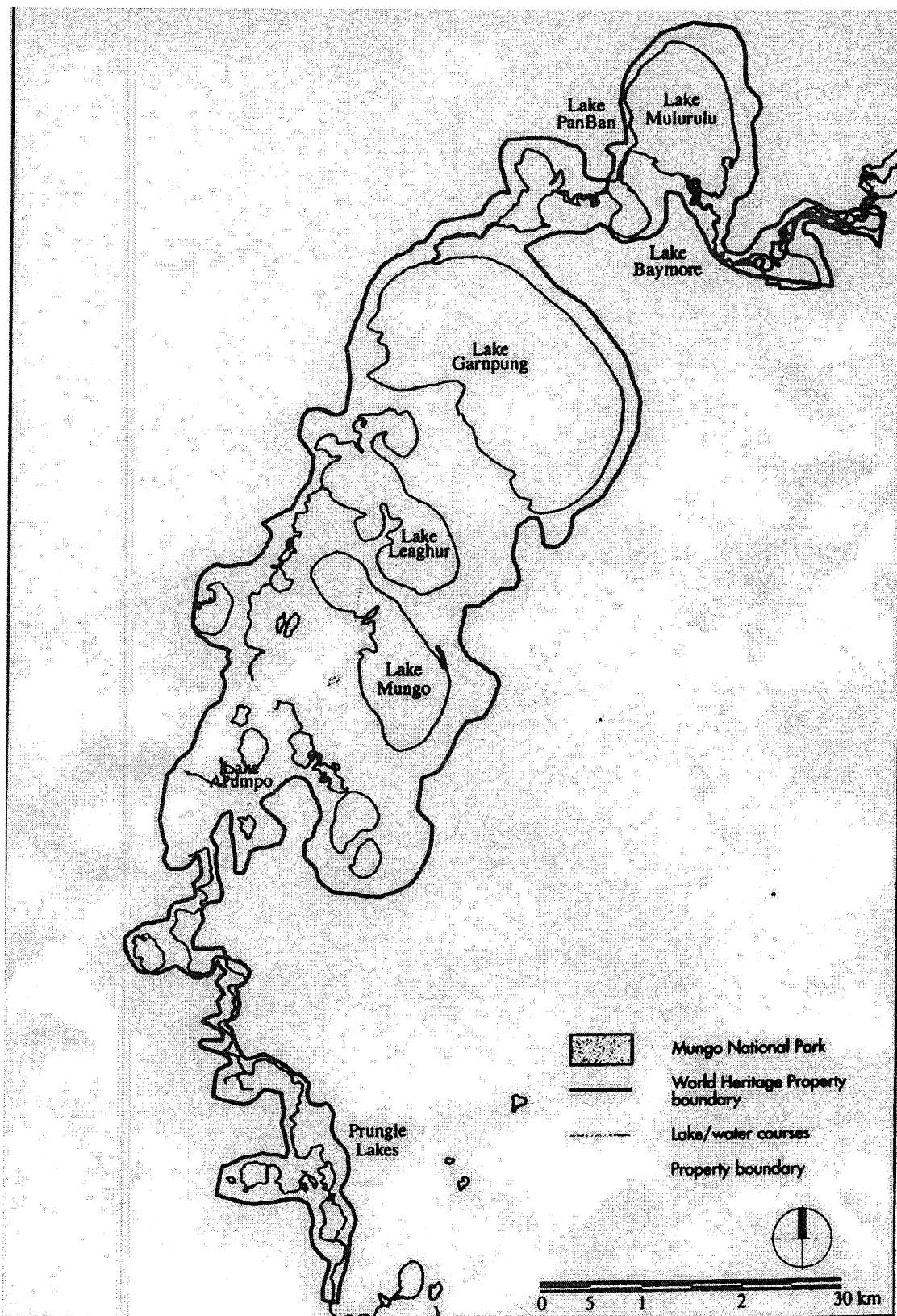


Figure a(ii): Boundaries of WLRWHA

A.3 CONSULTATION PROCESS

The methodology for this project focused primarily on a consultation process with the Mutthi Mutthi, Ngiyampaa and Paarkinji so as to obtain the views of the Traditional Owners (see consultation methodology below). A series of meetings, workshops and phone (and e-mail) consultations were carried out throughout the project with the 3TTG members, TSAC and CMC members and NSW NPWS staff regarding the 3TTG Projects. Consultation by telephone or at meetings was also conducted with various institutions and individuals to seek specific information or advice relating to the project brief.

As a result of the three WLRWHA 3TTG projects (Plan of Management; Employment Strategy and Feasibility Study for a Keeping Place, Educational and Research Centre) being granted to a single consultant team (AASC), one combined report is being produced. A benefit of this approach is that it minimises consultation on issues to be addressed in more than one of the reports.

A.3. 1 Consultation Methodology

A.3.1.1 Phase 1 (Initial Consultation)

An initial consultation meeting on the project was held with the 3TTG Elders Council on the 28 September 2002. Discussion was also held regarding the draft of the Issues for Discussion document to be used at the forthcoming individual 3TTG workshops. Protocols and the project methodology were also discussed.

An initial consultation meeting was also held with the TSAC and CMC Committees at their combined meeting on 3 October 2003. The draft Issues for Discussion document to be used at the forthcoming individual 3TTG workshops was presented and feedback and input invited.

A.3.1.2 Phase 2 (Individual 3TTG Workshops)

NSW National Parks and Wildlife Service informed the 3TTG members in writing of the dates, times and venues of the three individual meetings.

A list of the Issues for Discussion¹ to be presented on the day was included with the invitation to allow members time to consider and discuss their input before the meetings.

Individual consultations were then conducted with the 3TTG.

The Paarkinji consultations were conducted at the NSW NPWS offices at 2 Malaleuca Street, Buronga, NSW on 11 and 12 November 2002. Some 30 members were in attendance.

¹ Appendix A1

The Ngiyampaa meetings were held at the Land Council / Centerlink offices in Columbus St. Ivanhoe on 13 and 14 November 2002, with eight members registered as attending.

The Mutthi Mutthi consultation was conducted at the Balranald RSL on 15 November 2002, with some 25 members present.

The project team and NSW NPWS staff also visited Lottie Williams at Pooncarie, and Maryanne (Peggy) and Toddler Smith at Namatjira, on 27 September 2002, to discuss the project.

The Issues for Discussion comprised three sections:

- The Plan of Management, facilitated by Dave Johnston (AASC);
- The Keeping Place Feasibility Study, facilitated by Dave Johnston (AASC); and
- The Employment and Training Strategy, facilitated by Billy Carroll (Nylinga Aboriginal Consulting).

Detailed meeting notes were recorded by AASC. This Plan of Management is based upon the discussions held at these workshops and the recommendations proposed.

A summary of the 3TTG individual workshops was sent to members of the 3TTG Elders Council, the TSAC and CMC in early February 2003.

On 2 December 2002 project team members Dave Johnston and Blair Mullins attended a site familiarisation inspection accompanied by Mary Pappin, Roy and Beryl Kennedy, and NSW NPWS staff Doug Williams and Gary Pappin. The project team visited the Lake Mungo National Park Visitors Centre, where it was introduced to the Aboriginal Rangers and discussions were held regarding the project. The team then visited Joulni property and Mungo Lodge. Discussions held with the current owners of Mungo Lodge regarding their intention to sell the property.

A.3.1.3 Phase 3 (Combined 3TTG Workshop – Presentation of 3TTG Project Preliminary Draft Report)

Following the distribution of the preliminary draft report, Dave Johnston visited Mary Pappin and Lottie Williams at Pooncarie on 3 March 2003 and Roy and Beryl Kennedy at Hay on 4 March 2003 to discuss the preliminary draft.

The Combined 3TTG Workshop to discuss the preliminary draft report was held on 14 and 15 March 2003. Comments received at the meeting were incorporated in the preparation of the working final draft report, the final draft report and the final report.

Consultations were also held with Jo Gorman, Area Manager, Lower Darling Area, NSW NPWS and Keiran Hotchin, Assistant Director, Natural Heritage Management Section, Heritage Management Branch regarding the preliminary draft report. Copies were also provided to CMC and TSAC members for comment.

A.3.1.4 Phase 4 (Presentation of Final Draft Report to 3TTG)

A working final draft report of the Plan of Management was sent to Doug Williams, Executive Officer, WLRWHA, in April 2003. On 16 April 2003, the consultant met with the Executive Officer to discuss the document. The final draft report was submitted in December 2004.

On 29 February 2004 a meeting was held with the 3TTG Elders to present the report and to obtain final feedback and direction. Comments from all stages of consultation were taken into account in the production of the final draft report.

A.3.1.5 Phase 5 (Presentation of 3TTG Project Final Report)

Following the incorporation of comments into the final draft report, the final report was prepared and presented to the 3TTG, CMC and TSAC in May 2004.

A.3.1.6 Other Consultations

Throughout the project, the team conducted ongoing telephone consultation with: Doug Williams (Executive Officer, WLRWHA, NSW NPWS) and Gary Pappin (Executive Officer, Lake Mungo National Park, Joint Manager, Lower Darling Area, NSW NPWS). Lars Kogge, Area Manager, Tibooburra Area, NSW NPWS) was also consulted regarding the draft Lake Mungo National Park Plan of Management.

The team likewise engaged in telephone consultation and discussion with members of the 3TTTGT throughout the project.

Telephone consultations were also conducted between the principal project contractor, Dave Johnston and various members of the TSAC and CMC, in particular, Mike Ockwell (CMC Chair). Steve Milington also provide valuable advise to the project team.

Additional project specific consultations carried out are identified in the reporting chapters.

A.4 THE CONSULTANT PROJECT TEAM

The consultant project team and respective areas of responsibility are described in the table below.

Name	Area of Project Responsibility
Dave Johnston AASC	principle consultant, 3TTG and administration consultations; production of the 3TTG Plan of Management; and consultations regarding the 3TTG Keeping Place, Educational and Research Centre Feasibility Study.
Billy Carrol Nylinga	3TTG Employment Strategy
Annie Gregg Presentations Plus	
Alison Stewart	3TTG Feasibility Study for a Keeping Place, Educational and Research Centre
Blair Mullins Arthouse	
Wilfred Shawcross	history of scientific discovery in the Willandra
Meredith Wilson	documentation of 3TTG meetings and recommendations
Kath Johnston	Advisor, Plan of Management Strategy and Framework

***OUR PAST, OUR FUTURE,
THE WILLANDRA***

**B. PLAN OF MANAGEMENT
FOR
WILLANDRA LAKES REGION WORLD HERITAGE AREA
THREE TRADITIONAL TRIBAL GROUPS**

3TTG PLAN OF MANAGEMENT

VISION STATEMENT

To manage the Three Traditional Tribal Groups' heritage values of the Willandra Lakes Region World Heritage Area in a manner that is culturally appropriate and addresses our management aspirations.

TABLE OF CONTENTS

B. PLAN OF MANAGEMENT FOR WILLANDRA LAKES REGION WORLD HERITAGE AREA THREE TRADITIONAL TRIBAL GROUPS.....	1
B.1 Introduction – 3TTG Plan of Management.....	1
B.2 Background	1
B.3 Objectives	2
B.4 Methodology	2
B.5 Aspirations and Issues Raised by 3TTG	3
B.6 Archaeological Historiography	4
B.7 Issues and Aspirations	19
Bibliography.....	34

B.1 INTRODUCTION – 3TTG PLAN OF MANAGEMENT

The Parks Division, Department of Environment and Conservation (PD, DEC) have commissioned this Plan of Management for the Willandra Lakes Region World Heritage Area (WLRWHA) Three Traditional Tribal Groups (3TTG).

In collaboration with staff from DEC, the consultant has undertaken extensive consultation with the 3TTG of the Willandra; the Mutthi Mutthi, Ngiyampaa and Paarkinji.

The 3TTG have previously, and continue to, support the development of an additional plan of management for the WLRWHA which addresses their particular issues and aspirations.

B.2 BACKGROUND²

In 1968 the cremated remains of an Aboriginal person were discovered eroding from the deflating lunette of Lake Mungo in south western NSW. That discovery triggered a program of archaeological research which drastically altered our knowledge and perception of Aboriginal occupation of Australia. Eventually the discoveries led to the Mungo grazing property becoming a National Park and, ultimately, the inscription of the Willandra Lakes Region on the World Heritage List for its universal natural and cultural values.

The Paarkinji, Mutthi Mutthi and Ngiyampaa traditional tribal groups have been involved in the WLRWHA planning process since its inscription in 1981. Many issues relating to cultural heritage management and cultural sensitivity were identified in *Sustaining the Willandra*, the Willandra Lakes Region World Heritage Property Plan of Management in 1996. Governments have acted to address many of the issues, especially those relating to pastoral landholders and their land management practices.

One result is that each pastoral landholder now has an individual property plan that identifies individual management aspirations and their relationship to World Heritage Region management needs. The provision of a similar 'individual' style plan of management, which addresses the traditional owner aspirations, is the task of this report. It will address the need for a 3TTG planning/implementation mechanism in relation to the issues raised in *Sustaining the Willandra* and will also identify emerging issues and aspirations that need to be addressed.

The need for a 3TTG Plan of Management is regarded as a high priority by the WLRWHA 3TTG Elders Council, the WLRWHA Technical and Scientific Advisory Council (TSAC) and the WLRWHA Community Council (CMC).

² See Appendix BI

B.3 OBJECTIVES

The aim of this project (as defined in the project brief³) is to develop a plan of management for the 3TTG that:

- defines short and long-term aspirations for the traditional people affiliated with the Willandra, within the context of the Willandra Lakes Region World Heritage Property Plan of Management;
- provides a range of options and actions necessary to achieve those aspirations; and
- provides a strategic plan to implement the actions identified in the study.

Objectives relating to employment and the building and maintenance of a keeping place/meeting place/education centre are addressed in detail in specific reports which, together with this Plan of Management, comprise the main text of this document.

B.4 METHODOLOGY

The methodology for this project focused primarily on a consultation process with the Mutthi Mutthi, Ngiyampaa and Paarkinji, so as to obtain the views of the traditional owners. A series of meetings, workshops and telephone (and e-mail) consultations were carried out throughout the project with the 3TTG members, TSAC and CMC members and NSW NPWS staff regarding the 3TTG projects. Consultation by telephone was also held with various institutions and individuals to seek specific information or advice relating to the project brief.

As a result of the three WLRWHA 3TTG projects (Plan of Management; Employment Strategy and Feasibility Study for a Keeping Place, Educational and Research Centre) being granted to the one consultant team (AASC), one combined report is being produced. One of the benefits of this approach is that addressing issues that overlap in each of the briefs is minimised.

B.4.1 Consultation Methodology

The consultation methodology consisted of initial consultations with the 3TTG Elders Council, TSAC and CMC. Individual workshops with each of the 3TTG separately were then held and these were followed by a combined 3TTG workshop to consider a preliminary report. The final draft report was discussed with each of the tribal groups. The above consultation process was supported by numerous formal and informal telephone conversations. Further details of the consultation methodology with meeting dates, is provided at sub-section A3. Matters discussed and issues raised at the meetings relating to the 3TTG Plan of Management form the basis of this section of the report.

The broad issue headings discussed for the Plan of Management section of the workshop as outlined in the Issues for Discussion paper were:

³ Appendix B1

- operational and management procedures;
- management of cultural resources in the WLRWHA;
- retrieval and housing of cultural resources;
- development activity (not raised as an issue or concern); and
- interpretation of cultural heritage.

For the Plan of Management, in addition to those consultations identified in subsection A.3, telephone consultations or meetings were held with:

- Ed Clark, student, researcher;
- Tamsin Donaldson, researcher;
- Chrissy Grant; Department of Environment and Heritage;
- Nicholas Hall, Department of Environment and Heritage;
- Luise Hercus, researcher;
- Stuart Huys, consultant, AASC.
- David Kause, National Museum of Australia;
- Isabel McBryde; Emeritus Professor, researcher;
- Robert Paton, consultant archaeologist;
- Mike Pickering, National Museum of Australia;
- Wilfred Shawcross, consultant, researcher; and
- Michael Westaway, National Museum of Australia.

B.5 ASPIRATIONS AND ISSUES RAISED BY 3TTG

As stated in section B.4, a series of individual meetings were held with the Mutthi Mutthi, Ngiyampaa and Paarkinji traditional owners. These meetings were organised around the Issues for Discussion paper⁴.

An important component of the 3TTG workshops aimed to ensure that participants were up to date on previous discussions and recommendations relating to the 3TTG aspirations. In particular, reference was made the recommendations and aspirations identified in the 1995 report *Willandra Lakes World Heritage Region Traditionally Affiliated Aboriginal Issues, Concerns and Policy*⁵ and the 2000 report *Keeping Place, Educational and Research Centre – Preliminary 3TTG Ideas and Aspirations*⁶.

The Mutthi Mutthi, Ngiyampaa and Paarkinji groups indicated that they continue unanimously to support the establishment of a KPERC and that the aspirations recorded in 2000 are still appropriate. The 3TTG representatives also indicated that the recommendations of the 1995 *Willandra Lakes World Heritage Region Traditionally Affiliated Aboriginal Issues, Concerns and Policy* report remain valid, although a number of issues and actions have progressed since then.

⁴ Appendix AI

⁵ Appendix BII

⁶ Appendix BIII

The *Draft Protocol for Research within the Willandra Lakes World Heritage Property* (WHP) document⁷ was also discussed with 3TTG, who indicated that there was continued support for it although some additional issues were identified.

Summaries of the comments by the 3TTG in relation to the Issues for Discussion paper relating to the 3TTG Plan of Management are provided below. The relationship of issues raised in response to the Issues for Discussion paper and other consultative processes to the *Sustaining the Willandra* plan of management are provided in Table b(i).

B.6 ARCHAEOLOGICAL HISTORIOGRAPHY

The Willandra, in particular Lake Mungo, has been the subject of world archaeological interest for many years. A brief history of scientific discovery in the WLRWHA has been summarised for this report by Wilfred Shawcross and is included at Appendix BV.

⁷ Appendix BVI

Table b(i):

From Strategic Plan Section		From Operational Plan Section			Comments from 3TTG consultation	Status 2004	
Issue	No.	Strategy	No.	What to do and How			Who
Protection of WH values	1	1.1 Develop and maintain an effective framework for protection and management of WH and associated social values.	1.1.1	Maintain institutional arrangements to provide organizational framework	DEH	O	CMC, TSAC & WEC funded by Commonwealth, approved by NPWS; EO employed
As above	1	As above	1,1,2	Complete Plan of Management and other planning frameworks	CMC	H	3TTG Plan of Management completed.

From Strategic Plan Section		From Operational Plan Section			Comments from 3TTG consultation	Status 2004		
Issue	No.	No.	What to do and How	Who			P	
Specific site protection and maintenance	3	3.1	Actively manage each site to ensure maintenance and protection of WH values.	3.1.4	Involve 3TTG in site protection (by funding, training and consultation)	DEC	H	<p>There was much discussion about the establishment of an electronic relational database to help manage sites. More participation of 3TTG required. We need to assess impacts on sites. There needs to be some upkeep or development of the boardwalk at Mungo. Community Guides could be called 'Traditional Owner Guides' or 'World Heritage Officers'. We need training in relation to the history of the sites.</p> <p>\$ for monitoring project provided, strategy being developed. Not every site being revisited and monitored. Lake Mungo National Park extended IDP implemented</p>

From Strategic Plan Section		From Operational Plan Section			Comments from 3TTG consultation	Status 2004	
Issue	No.	Strategy	No.	What to do and How			Who
Development of Tourism and Public Use	14	14.1 Encourage appropriate tourism management and public use development with a WH framework theme	14.1.1	Establish definition of "appropriate"	CMC	M	Number of concerns about tourists and other visitors and their impact on sites. Need for shared understanding of "appropriate". Tourists should only be allowed on the Walls of China and other sites with a guide/community ranger. We need a gatekeeper at the Walls of China and some other sites. This could generate income.
As above	14	As above	14.1.2	Prepare market feasibility study and interpretation plan	CMC	M	3TTG to be included in interpretation strategies. All tourist operators must abide by the identified 3TTG process.
As above	14	As above	14.1.3	Develop and implement tourism strategy	CMC	M	Need for consultation with 3TTG in developing a Tourism Strategy. We need a monitoring scheme to see if tourists are damaging sites or currently visiting sacred sites. Tourists should visit at set times so that community rangers can be assigned.

From Strategic Plan Section		From Operational Plan Section			Comments from 3TTG consultation	Status 2004		
Issue	No.	Strategy	No.	What to do and How			Who	P
Exploration, mining, and extractive industries	18	18.1 Develop protocol for government approves projects	18.3.1 18.3.2	Develop protocol Monitor protocol	TSAC	H O	What involvement would 3TTG have in these processes?	
Organisational structure	20	20.1 Clearly define the organisational structure for Plan of Management including roles of various agencies	20.1.1	Legitimise organisational structure of plan	CMC	H		Willandra REP gazetted 2001 Includes ref. To Elders Council
As above	20	As above	20.1.2	Update terms of reference of CMC, TSAC and submit to CMC	CMC	H		Terms of Ref. completed for all Advisory Committees
Plan implementation and review	23	23.1 Provide a clear program for review and implementation of Plan of Management and Individual Property Plans	23.1.1	Implement Plan of Management and review process (by consultation)		O	When will review process start? In what ways will 3TTG be involved?	Reviews informal & within CAC/TSAC. Formal review & re-draft of POM 96 required.

From Strategic Plan Section		From Operational Plan Section			Comments from 3TTG consultation	Status 2004		
Issue	No.	Strategy	No.	What to do and How			Who	P
Ongoing scientific research	24	24.2 Ensure that aims, methods and presentation of research are compatible with the identification and protection of WH values and respect Aboriginal culture.	24.2.1	Develop and distribute guidelines to all researchers which include the protocols on access, conduct of research and preliminary consultation needs.	TSAC	M O	Researchers must initially approach the Elders by letter, then arrange a meeting. We would like to see further archaeological studies and surveys to identify what sites exist. Four weeks' notice required.	Research Protocol drafted & used.
As above	24	24.4 Consult and reach agreement with landholders an, in issues relating to archaeology, with 3TTG	24.4.1	Ensure consultations and agreement with 3TTG and landholders on the nature of proposed archaeological research when developing research proposals.	TSAC	O	Anyone conducting research in the area must consult the 3TTG first so that any cultural information disseminated is ultimately controlled by us. An Elder should always accompany a researcher and should be paid award rates by the researcher.	
Access to sites a research	25	25.1 Allow access to archaeological sites in consultation with 3TTG and landholders	25.1.1	Develop access protocols for archaeological sites and area (with consultation)	TSAC	H	There is an urgent need to finalise protocols to the satisfaction of the 3TTG.	

From Strategic Plan Section		From Operational Plan Section			Comments from 3TTG consultation	Status 2004		
Issue	No.	Strategy	No.	What to do and How			Who	P
Conduct of scientific research	26	26.1 Ensure archaeological research is scientific research conducted in accordance with the overall goals of WH property, statutory requirements and concerns of 3TTG and landholders.	26.1.1	Develop a protocol for consultation and archaeological visitation and research (see list of inclusions in "how to do it" column in original document)	TSAC	H	Current protocols endorsed but need additions; we need a revised protocol which includes aspirations of 3TTG.	1998 Publishing of sites in <i>Arch. In Oceania</i>
As above	27	27.1 Publish and disseminate existing information and research results to the local and wider community	27.1.1	Develop programs to promote and disseminate existing information	TSAC	H	Establish and electronic database. Need protocols. We want to be involved in development of material which interprets our cultural heritage. Some of the current information given out is incorrect. We would like our traditional owner guides to present our heritage to tourists. We would like to know more about all the research in Willandra, both government and private.	
As above	27	As above	27.1.2	Identify representatives of organisations for contact	TSAC	M	Recommend publication of regular newsletter	

From Strategic Plan Section		From Operational Plan Section			Comments from 3TTG consultation	Status 2004		
Issue	No.	Strategy	No.	What to do and How			Who	P
As above	27	As above	27.1.3	Develop guidelines for community reports from researchers	TSAC	M	Archaeological material from WLRWHP needs to be summarised	-Elders Council -Signage -Site nominations / mangagement -This 3TTG POM
Aboriginal rights and responsibilities	28	Recognise Aboriginal custodianship	28.1.1	Recognise Aboriginal cultural heritage and support 3TTG initiatives	CMC	H	3TTG custodianship needs to be evident in all protocols and materials and tourist visitation plan. Many issues were raised in relation to the establishment of a database and the ownership and access to information on the database.	Action completed. EC operating
As above	28	As above	28.1.2	Form a Willandra Lakes Region Tribal Elders Council	3TTG	H	Task completed. Need to think about the 3TTG and the EC meetings and what role each group takes.	Occurs now in management process
As above	28	As above	28.1.3	Involve the 3TTG in all decisions regarding Aboriginal cultural heritage and, where appropriate, in management of WLRWHA	CMC	H	Create more positions for 3TTG within the WLRWHP administration.	Mungo NP an identified Park in Handback Bill. Action complete

From Strategic Plan Section		From Operational Plan Section			Comments from 3TTG consultation	Status 2004	
Issue	No.	Strategy	No.	What to do and How			Who
Ownership and management of Lake Mungo National Park	29	Support Aboriginal ownership of Lake Mungo National Park	29.1.1	Request NSW Government to bring forward legislation for the 3TTG ownership of Lake Mungo National Park	NPWS	H	3TTG Elders Council informed of handback legislation & ramifications.
As above	29	As above	29.1.2	Inform and involve the 3TTG in the Aboriginal ownership legislative process (through workshops and meetings)	NPWS	H	Joint Management achieved (2002)
As above	29	Clarify the role and/or involvement of the 3TTG in future ownership and/or management of Lake Mungo National Park	29.2.1	Clarify role of 3TTG in management following ownership with active and meaningful participation as outcome	EC	H	This study partially fulfills this action

From Strategic Plan Section		From Operational Plan Section			Comments from 3TTG consultation	Status 2004	
Issue	No.	Strategy	No.	What to do and How			Who
Aboriginal employment opportunities	30	Encourage increased employment opportunities for Aboriginal people from traditionally affiliated communities	30.1.1	Undertake feasibility studies to identify existing and potential training programs related to Willandra	NPWS	M	As above
As above	30	As above	30.1.2	Investigate employment and enterprise opportunities within Lake Mungo National Park.	NPWS	M	DLWC informed that 3TTG want Joulini and EO has been given notice
3TTG Land Ownership	31	Recognise traditional custodian ownership by the 3TTG	31.1.1	Achieve non-National Park ownership by the 3TTG (by identifying and progressing land acquisition)	EC	M	Concept of shared heritage agreed upon – native title established agreed boundaries

From Strategic Plan Section		From Operational Plan Section				Comments from 3TTG consultation	Status 2004
Issue	No.	Strategy	No.	What to do and How	Who		
As above	32	As above	32.1.2	Boundaries to be agreed on by consensus (through meetings and workshops)	EC	H	As above
As above	32	As above	32.1.3	Prepare a formally recognised map and statement of tribal boundaries	EC and DEH	H	As above
As above	32	As above	32.1.4	Include 3TTG boundaries on WLRWHA revised boundary map	DEH	H	As above
Location of archaeological material	33	Locate and manage all Aboriginal human remains and other archaeological material to the satisfaction of the 3TTG	33.1.1	Facilitate the identification and location of all human remains, cultural and archaeological material removed from Willandra (through consultation, inventory and curatorial plan)	TSAC	H	Tours to museums have been undertaken. This study furthers this action

From Strategic Plan Section		From Operational Plan Section			Comments from 3TTG consultation	Status 2004		
Issue	No.	Strategy	No.	What to do and How			Who	P
As above	33	As above	33.1.2	Facilitate discussion and consultation related to the above	TSAC	H	We would like a full-scale search of museums and private research collections to locate our own cultural materials. We need a strategy for tracking down material in both indigenous and non-indigenous private collections. All provenanced material that is returned to country could go back to its original site or to the Keeping Place. Protocols need to be established for this and for unprovenanced material that could perhaps go to the Keeping Place. Much discussion ensued about whether first priority was establishing the Keeping Place or facilitating the return of cultural materials.	As above
As above	33	As above	33.1.3	Establish Keeping Place for above materials (plan, logistics, location)	CMC	H	See Issue 43, Strategy 43.7.1	This study progresses this action

From Strategic Plan Section		From Operational Plan Section			Comments from 3TTG consultation	Status 2004	
Issue	No.	Strategy	No.	What to do and How			Who
Geographic naming	34	Review cultural appropriateness of names of geographical features in WLRWHA.	34.1.1	Identify inappropriate names and investigate alternative names	CMC	M	No action taken as yet
As above	34	As above	34.1.2	Ensure future site and place naming is appropriate	CMC	O	
As above	34	As above	34,1,3	Develop options for introduction of culturally appropriate names	CMC	M	
Access to sites and traditional food gathering on pastoral lands	35	Ensure access to sites and traditional food gathering on pastoral land by 3TTG members in consultation with landholders	35.1.1	Establish and maintain an effective access protocol for traditional food gathering on pastoral lands	CMC, EC and landholders	M O	We need to check properties to establish whether there are sites within the WLRWHA that are not being managed effectively. We need to monitor the effectiveness of the Individual Property Plans.
Communication to local community	42	Provide opportunities for WLRWHP to be a place for coming together of 3TTG, landholders and others	42.1.1	Encourage information sharing between the 3TTG and landholders	CMC and EC	O	3TTG's & Landholders share minutes of meetings. We need to have a meeting with property owners to establish whether they want surveying work to be done on their properties.

From Strategic Plan Section		From Operational Plan Section			Comments from 3TTG consultation	Status 2004	
Issue	No.	Strategy	No.	What to do and How			Who
As above	42	As above	42,1,2	Clearly define contact people within our communities	CMC	O	Is there a list?
As above	42	Ensure flow of accurate information (including information from TSAC, government agencies, 3TTG, landholders, etc)	42.2.1	Send out newsletter or a clearly-presented, brief outline of major issues	CMC	O	Recommend regular newsletters. We would like all three communities to contribute to the newsletter.
Presentation to and education of wider community	43	Involve the 3TTG in Willandra Lakes Region tourism. Assess the feasibility of Keeping Place/ Meeting Place/ Education Centre	43.6.1	Encourage involvement of 3TTG in tourism in the Willandra region	CMC	M	For tourism, see Issue 14; Strategies 14.1.1, 14.1.2 and 14.1.3. We want to be involved in the future development of our own cultural material. We should be producing our own brochures, videos and running our own tours. We need funding to produce a CD, perhaps focusing on our spiritual links to Mungo. For Keeping Place, see 43.7.1 (below).

From Strategic Plan Section		From Operational Plan Section			Comments from 3TTG consultation	Status 2004		
Issue	No.	Strategy	No.	What to do and How			Who	P
As above	43	If feasible, establish a Keeping Place/ Meeting Place/ Education Centre	43.7.1	Determine feasibility of a protected Keeping Place on site that can be professionally curated. The facility could also be sued for education, research and as a community meeting place	CMC	M	Strong support and determination regarding the establishment and operation for a Keeping Place. See separate Feasibility Study document (Section C of this report) for more details. Funding sources need to be identified.	This study progresses this action

B.7 ISSUES AND ASPIRATIONS

There is obviously some overlap in the issues raised and listed in the table above and as such, the consultant has drawn, out key issues and aspirations identified by the 3TTG to form the basis of the strategies developed for this Plan of Management.

This section includes a summary and discussion of the 3TTG's aspirations and the issues they relating to the various areas of management. In each case this is followed by suggested strategies aimed at assisting the people of the 3TTG to fulfil their aspirations. Action steps to operationalise each strategy are then suggested.

Strategies have been organised around the following areas:

- operational and management procedures relating to administration, research and tourism;
- the management of cultural resources;
- the retrieval and housing of cultural resources;
- the interpretation of cultural heritage and education⁸.

B.7.1 Operational Management Procedures

Three facets of operational and management procedures were highlighted in the 3TTG workshops. They are:
administration,

- research protocols and
- tourist impacts on World Heritage and 3TTG values.

B.7.1.1 Administration

Summary and Discussion

Throughout the consultation it was evident that there was general, satisfaction with the current administrative structures and processes and the important roles taken by the World Heritage Administration (WHA), World Heritage Executive Officer (EO) and Garry Pappin of PD DEC. People suggested that more combined meetings were needed between TSAC, CMC and the 3TTG and that a 3TTG administrative support worker to take minutes and organise meetings would be useful. Some people suggested that the 3TTG should have their own office at NSW NPWS and. that a regular newsletter (like the one the EO used to produce) be distributed to keep everyone updated on WLRWHA news.

⁸ It is recognised that the Employment Strategy and the Feasibility Study for the Keeping Place are crucial factors in fulfilling the aspirations of the 3TTG. These items became projects of their own and strategies relating to them are detailed in Sections C and D of this report.

The need for training in the areas of corporate management and experience in consultation was also raised in relation to the difficulty of having to replace 3TTG PD DEC workers such as Gary Pappin, should he leave the service. The 3TTG strongly identified their aspiration that the WHA should, at a minimum, engage three traditional owner representatives from each of the three groups. The majority of these positions could be as Traditional Owner Guides and the remainder in administration.

The summary of issues is consistent with the aspiration expressed by the 3TTG to be informed participants in the administration of the operations and management of the WLRWHA. Proposed strategies seek to provide opportunities for informed involvement in matters such as ensuring effective succession management, efficient management and improving communication.

Strategies and Actions

S.1 Support and/or develop initiatives to maintain or improve current WHA administrative advisory committee structures

- Action S.1.1 Develop a succession plan for administrative positions
 Obtain from CMC/DEC details of the length of current contracts
 Obtain copies of position/job descriptions for current administrative positions
 In conjunction with DEC, ensure that recruitment processes are commenced immediately after a position becomes vacant
- Action S.1.2 Communicate to State and Commonwealth governments, strong local support for administrative structures and advisory committees
 Draft a letter reaffirming support
 Send to State and Federal Ministers and senior staff in key agencies
 Each of the 3TTG's to review membership of advisory committees and bring preferred membership up to date
- Action S.1.3 Develop and maintain a 3TTG Elders Council work plan and meeting schedule as basis for preparation of funding submissions
 Review previous year of 3TTG operations to decide on minimum number of meeting days and costs
 Prepare a proforma document to calculate funding based on current dates

Action S.1.4 Acquit Elders Council funds in a timely and responsible way and ensure reporting requirements met
Review 3TTG Elders Council budget at every meeting
Request updates of WHA budget situation from CMC
Provide reports to funding agencies within eight weeks of completion of project or as required and include minutes of meetings held and other activities

S.2 Create more positions for 3TTG within the WLRWHA Administration

Action S.2.1 3TTG to review administration requirements in conjunction, with DEC and DEH, and to identify rationales, tasks and funding source for 3TTG administration support position.
Provide DEH and DEC with this plan

Action S.2.2 3TTG to approach DEH and DEC for funding for above position

Action S.2.3 Identify/train 3TTG person/s with existing sound literacy skills to act as 3TTG administrative support
EOI for position
Create eligibility list
Pursue funding for generic training

Action S.2.4 Develop succession planning strategy for 3TTG management positions within the WLRWHA

S.3 Arrange more frequent combined meetings of TSAC, CMC and 3TTG Elders Council

Action S.3.1 Contact WLRWHA committees to initiate discussions regarding at least one combined meeting of the committees per calendar year

S.4 Recommence publication of regular (e.g. four times per year) 3TTG newsletter

Action S.4.1 3TTG to contact other committees regarding their interest in contributing material for a regular newsletter

Action S.4.2 3TTG to ask EO to identify appropriate person to produce (this may involve future 3TTG administrative position/s)

Action S.4.3 Add production of newsletter to future funding bids.
Draft rationale for 3TTG office space - capacity building, own space, etc

S.5 Lobby for a 3TTG office space within the WLRWHA administration office

Action S.5.1 Make WLRWHA, CMC, TSAC, DEC, DEH administrations aware of 3TTG requirement for office space

Action S.5.2 Develop a timeframe for provision of a 3TTG office for administrative purposes (this could be considered alongside the plans for a Keeping Place)

S.6 Implement an Agreed employment strategy to ensure the active involvement of 3TTG representatives within the WLRWHA.

Action S.6.1 Consider recommendations of 3TTG WLRWHA *Employment Strategy*

Action S.6.2 Formally ratify agreed *Employment Strategy* and allocate responsibilities
Decide on definite timelines and begin to operationalise employment strategies
Monitor progress of employment strategy at each meeting

B.7.1.2 Research

Summary and Discussion

The 3TTG wish to continue to encourage research in the WLRWHA.

As with consultation regarding other areas of management, the 3TTG expressed overall a clear desire to be better informed about the wider issues (in this case relating to research), that affect the WLRWHA. Discussion during consultation indicated ongoing endorsement of the draft protocol for research projects within the WLRWHA, however the 3TTG expressed the wish for additional issues to be addressed. These additional issues included both procedures for initiating research and the actual conduct of the research.

Currently, as per the draft protocol, research applications go firstly to the Willandra EO who consults with relevant members of the Elders Council and TSAC and assesses the potential of the project for impacting World Heritage values in the region. The EO is required to contact landholders and the 3TTG before any approvals are given. The 3TTG have indicated that they wish to take a more active role in the process.

The 3TTG consider that, in order to initiate research, a researcher should first send a letter to the 3TTG Elders Council outlining the proposed research and requesting permission to undertake the work. The letter should be followed by a meeting between the researcher and the 3TTG Elders Council and appropriate representatives of TSAC and CMC.

Control of the dissemination of cultural information was raised as an important issue. The 3TTG requested that a researcher give at least four weeks notice prior to to the WLRWHA.

Two issues were raised concerning the conduct of research. Firstly, the 3TTG considered that an Elder or traditional owner should accompany a researcher into the field. Secondly, it was considered that this accompanying Elder should be paid an appropriate fee per day. The source of this payment should come from the researcher.

Consultation regarding research publications indicated that the 3TTG considered that proposed publications (particularly those relating to WLRWHA cultural heritage issues) should be endorsed by the traditional owners and their use and distribution clearly defined. The 3TTG's thought that a memorandum of understanding (MOU) or 'researchers contract', is required to ensure cultural heritage information, in particular, is not exploited in any way by the researcher, either at the time of publication or in the future.

Strategies and Actions

S.7 Revise the draft protocol for research projects to include the aspirations of the 3TTG

- Action S.7.1 3TTG to ratify inclusion of the following additions to the draft protocol for research projects within the WLRWHA:
EO to provide a copy of the researcher's application to the 3TTG Elders Council within three weeks of submission
A meeting between the researcher and the 3TTG Elders Council and appropriate representatives of TSAC and CMC to be held prior to any research approval being granted
Approval to commence research to be conditional upon formal agreement to a set of conditions governing the process of the research and any subsequent publications and use of photographs
- Action S.7.2 Proposed amendments to be put to CMC/TSAC for finalisation
- Action S.7.3 3TTG to arrange for drafting of a formal agreement or MOU for researchers

S.8 Produce and publicise final protocol documents for research and other projects within the WLRWHA

- Action S.8.1 3TTG, TSAC and CMC to ratify or further revise the revised draft protocols for research at their meetings

Action S.8.2 Upon 3TTG, TSAC and CMC approval of the final protocols for research projects, DEC and DEH are to publicise and promote the research protocols which are to come into effect immediately⁹

B.7.1.3 Tourist Impact on the WLRWHA and 3TTG Values

Summary and Discussion

The 3TTG clearly state that they continue to encourage tourists to visit the WLRWHA.

Consultation indicated however, that the 3TTG have many concerns about the current impact tourists visiting Lake Mungo National Park have on their World Heritage sites and the values of these sites. The 3TTG consultation meetings clearly demonstrated an awareness of the need for developing systems, procedures and protocols to clarify expectations of tourists and other visitors. Once again it was evident that the traditional owners seek active and informed participation in the management of the WLRWHA.

The 3TTG expressed the need for systems to monitor tourist visits to sites, to control tourists, to preserve and protect the Walls of China and other sites and to implement set times for tourist visits. The function of these protocols (systems) was seen as providing knowledge and procedures to enable traditional owners to more actively and effectively participate in the management of the WLRWHA.

There was some awareness of information about tourist patterns of visitation from documents such as the *Visitor Indicators for Sustainable Tourism in Natural Areas Mungo National Park* (2001). The 3TTG are aware that in 2001, visitor numbers to Lake Mungo National Park reached 44,000 and that numbers will increase over time, particularly given the proposed 3TTG project developments.

Many 3TTG representatives are strongly of the view that tourists should only visit the sites when accompanied by traditional owners. The authorised 3TTG representatives were seen as appropriate information providers. Other representatives suggested that, guides or community rangers could accompany the tourists when visiting the Walls of China, and that these guides be given the title of 'Traditional Owner Guide' or 'World Heritage Officer'.

It was proposed that buses and vehicles should call in at the KPERC to pick up a Traditional Owner Guide and/or to collect information regarding visitor protocols in the area. It was recommended that all tour buses should be required to have a Traditional Owner Guide accompany the tour when visiting the Walls of China and that the tour companies should pay for this service. This would ensure that tour companies booked their visits through the KPERC, which would assist with

⁹ Refer to Appendix B6 for a Draft Sample of Operational protocols for education, interpretation and research activities within the WLRWHA.

Action S.10.3 3TTGS to discuss the following points (issues and aspirations raised during consultation for this project) for possible inclusion in the above plan, which must be completed before the opening of the KPERC:

Bus company tours must be accompanied by a Traditional Owner Guide once trained Traditional Owner Guides are available and employed.

All other visitors travelling by private vehicle will need to call in at the KPERC to collect brochure outlining the protocols relevant to visiting Lake Mungo National Park and the rest of the WLRWHA Develop a brochure to hand out to tourists explaining the World Heritage Values, Aboriginal history and significance and outlining visitation protocols.

The main road into Lake Mungo National Park should be redirected past the KPERC where there will be a toll or registration gate

The possibility of charging an fee to enter Lake Mungo National Park and/or for visitation of specific sites (such as the Walls of China) with a Traditional Owner Guide

Closing down public access to some site areas

Only allowing tourists to visit the Walls of China at specific times of the day under supervision of a Traditional Owner Guide.

Continual 3TTG presence at important sites during peak visitation periods

Open new areas for visitors and/or close others, with boardwalks build or realigned as needed

Ensure that visitors are restricted to boardwalk areas only (Traditional Owner Guides could monitor this)

Provide training to Traditional Owner Guides in the history of sites in the area and in public speaking

S.11 Train 'Traditional Owner Guides'¹⁰

Action S.11.1 3TTG to consider *Employment Strategy* and provision of training for Traditional Owner Guides

Action S.11.2 3TTG to identify funding sources for training and employment of the Traditional Owner Guides, for example, Environment Australia (EA) or DEC

B.7.2. Management of Cultural Resources in the WLRWHA

Summary and Discussion.

¹⁰ See Section C *Employment Strategy*

The 3TTG expressed a desire for further archaeological study of the WLRWHA. It was suggested that surveys or selected recorded site visitations be carried out with the participation of the Elders Council members, so that representatives could familiarise themselves with the location of a number of the sites recorded across the landscape of the WLRWHA. The 3TTG recognise the need for negotiation with property owners so that further surveys or site inspections can be carried out. The consultation meetings also identified the need to monitor the individual property plans listed in the 1996 management plan. The 3TTG see advantages in having a wide range of sites available for tourists, however they recognise the need for ongoing monitoring of all sites to ensure effective management.

Another cultural management issue raised by the 3TTG related to the urgent development of an up-to-date, comprehensive electronic database of all sites within the WLRWHA. Suggested operational requirements of the electronic site database included full 3TTG control over access, the involvement of NPWS in the initial development, access from both NPWS and the KPERC, and the inclusion in the database of information relating to the biodiversity within the WLRWHA. This latter feature, it was suggested, would highlight the distribution of certain bush tucker.

It was evident from consultation about management of cultural resources that the main areas of concern related to knowledge about sites and the management of that knowledge. While the 3TTG recognised the advantages of using technology for the keeping and retrieval of knowledge, they naturally desire control over access to that knowledge. For example, it was pointed out that only Elders or designated 3TTG representatives should be allowed to access the database. The database would not be made available to the general public.

Strategies and Actions

S.12 Develop an electronic site management database in accordance with the aspirations of the 3TTG.

Action S.12.1 Identify a funding source for development of database.
Begin tendering process for updating database or organise inhouse.

Action S.12.2 3TTG to advocate and support the continued development of a site management and monitoring program

S.1.3 Continue archaeological surveys of WLRWHA identifying sites in areas previously unrecorded and. revisit a selection of previously recorded sites

Action.S.13.1 Negotiate access to all sites with property owners

Action S.13.2 Arrange a tour of selected recorded sites in the WLRWHA for 3TTG Elders

Action S.13.3 Locate funding source for archaeological survey/s (e.g. DEC, D.EH)

B.7.3 Retrieval and Housing of Cultural Material

Summary and Discussion

While all 3TTG believe that all cultural material should be returned, there was less agreement on what should happen to the repatriated material. Some people thought that all items should go back to their original sites, others thought that unprovenanced material should go to the KPERC, and some thought all material should go to the KPERC. Again, while it was generally agreed that facilitating the return of the cultural material to the Elders is a priority for 3TTG, most people thought that the KPERC needed to be built before the material was returned from museums and private collections.

The principal consultant for this project has contacted all the relevant State museums and the National Museum of Australia. The feedback has unanimously been that these institutions will be happy to repatriate Willandra materials if there is a safe and established building to house the materials. Willandra cultural material is located at a number of institutions throughout Australia, including the Australian Museum, the National Museum of Australia, the Museum of Victoria and the South Australian Museum¹¹. The consultant has also contacted a number of researchers who have worked in the Willandra area in the past, who stated that they were happy to consult with the 3TTG Elders about the possibilities of returning previously excavated and collected cultural material¹². The 3TTG recognise that there must be a strategy for tracking down material held in the private collections of both Indigenous and non-Indigenous people, in addition to a full-scale search of museums. Particular concerns were expressed about the 72 boxes of skeletal material held at the National Museum of Australia. It was considered that all remains should be 'returned to country' once the KPERC is constructed. The 3TTG recognise the need for meetings to discuss the operation of the KPERC (key holding responsibilities, for example) once it is constructed.

Strategies and Actions

S.14 Progress establishment of the Keeping Place

Action.S.14.1 Follow those strategies and actions Identified in the feasibility study

¹¹ Summaries relating to the consultations with these institutions are documented in the Feasibility study in Sub-Section E.7

¹² Details of these consultations are also provided in Sub-Section E.7 of this report

Action S.14.2 Continue to lobby government and other agencies regarding the need for a Keeping Place using strategies and information from the feasibility study

Action S.14.3 Identify funding sources and lobby for funding for both establishment and ongoing costs associated with the Keeping Place using suggestions from the feasibility study

S.15 Facilitate the return of all cultural materials

Action S.15.1 Develop a strategy for the return of materials held in museums and those held by private individuals (both Indigenous and non-Indigenous)

Action S.15.2 3TTG to engage the EO, a consultant or the proposed curator of the KPERC, to facilitate the return of cultural materials from the larger institutions. This person could also develop strategies to encourage the identification and return of cultural materials from private collectors

Action S.15.3 Continue 3TTG discussions and, if necessary have consultant-led workshops to clarify whether repatriated remains and materials will be kept at the KPERC or returned to original sites

B.7.4 Interpretation of Cultural Heritage and Education

Summary and Discussion

The 3TTG expressed a strong desire to be involved in the development of materials which, as they stated, "interpret our cultural heritage". The 3TTG representatives recognised that some material (e.g. archaeological information) would need to be summarised to allow them to access it and participate in the telling of their history to others. The 3TTG believe that they need to have strong control over the publication and dissemination of interpretive material. This desire for involvement in, and control of, interpretative materials is consistent with the 3TTG concerns about research projects.

One issue raised was the possibility of incorrect information being given to tourists if traditional owners were not involved in the production of interpretive material. It was suggested that there might be a need to change the types of interpretative materials (a 3TTG-produced CD, for example). Generally, however, the 3TTG considered that more interpretive material was needed. Strong support was expressed for the involvement of Traditional Owner Guides in interpretation and education.

Strategies and Actions

S.16 Develop protocols for production and dissemination of educational and Interpretative materials

Action.S.16.1 3TTG to consider Draft Sample Operational Protocols for Education, Interpretation and Research Activities within the Willandra Lakes Region World Heritage Area appended to this document¹³

Action S.16.2 Revise and/or ratify draft document

S.17 Develop 3TTG educational and interpretive materials

Action.S.17.1 Determine (workshop) prices for education and interpretive material
Determine method of interpretation delivery (CD, Internet, brochures, books, etc)
Facilitate production of materials

S.18 Ratify the *Employment Strategy* to ensure the active participation of the 3TTG in their aspired areas of the WLRWHA

Action.S.18.1 Ratify the Employment Strategy¹⁴

B.8 Strategy List for 3TTG Elders Council

The following table provides a prioritised task list for the 3TTG Elders Council to work to. Priorities are identified as High (H), Medium (M) or Low (L). Actions for each strategy are documented in the previous section under the corresponding strategy number.

¹³ Appendix X

¹⁴ See Section C for details

Table b (ii): Strategy List for 3TTG Elders Council

Strategy	Priority	Partnering agencies	Time-frame	WHA Plan of Management 1996 Reference	Employment Strategy (ES) and KPERC Feasibility Study (KFS) Reference
S.1 Support and/or develop initiatives to maintain or improve current WHA administrative and advisory committee structures	M	3TTG, EO, WHA, DEC	ongoing	Issue 1 Issue 20 Issue 23	ES – general theme and Section C.7
S.2 Create more positions for 3TTG within the WLRWHA administration	H	3TTG, CMC, TSAC, DEC, DEH	2004 - 2005	Issue 28 Issue 30	ES – general theme and Section C.7
S.3 Arrange more frequent combined meetings of TSAC, CMC and 3TTG Elders Council	M	3TTG, CMC	2004	Issue 1 Issue 23 Issue 28	
S.4 Recommend publication of regular (four times per year) 3TTG newsletter	H	EO, WHA, 3TTG	2004	Issue 28 Issue 42	
S.5 Lobby for 3TTG office space within WLRWHA administration office	M	3TTG, EO, WHA, CMC, DEH	2004 - 2005	Issue 28	
S.6 Implement an agreed employment strategy to ensure the active involvement of 3TTG representatives within the WLRWHA	H	3TTG, DEC, DEH	2004 - 2005	Issue 30	ES – general theme
S.7 Revise the draft protocol for research projects to include the aspirations of the 3TTG	M	3TTG, TSAC, CMC	2004 - 2005	Issue 24 Issue 25 Issue 26 Issue 27 Issue 28	

Strategy	Priority	Partnering agencies	Time-frame	WHA Plan of Management 1996 Reference	Employment Strategy (ES) and KPERC Feasibility Study (KFS) Reference
S.8 Produce and publicise a final protocol document for research projects within the WLRWHP (WHP)	M	3TTG, TSAC, CMC, DEC, DEH	2004 - 2005	Issue 24 Issue 25 Issue 26 Issue 27 Issue 28	
S.9 Assess impacts to sites at tourist visitation locations	H	3TTG, TSAC, CMC, DEC	2004 - 2006	Issue 3	ES – general theme
S.10 With site audit report completed, develop a WLRWHA tourist visitation management plan	H	3TTG, TSAC, CMC, DEC, DEH	2004 - 2006	Issue 1 Issue 2 Issue 3 Issue 14 Issue 15 Issue 25 Issue 28 Issue 38 Issue 43	
S.11 Train Traditional Owner Guides (see Employment Strategy)	H	3TTG, CMC, DEC, DEH	2004 - ongoing	Issue 30	ES – general theme Section C.6 Section C.7 Section C.10 Section C.11 Section C.16
S.12 Develop and electronic site management database in accordance with the aspirations of the 3TTG	H	3TTG, DEC	2004 - ongoing	Issue 1 Issue 3 Issue 28	

Strategy	Priority	Partnering agencies	Time-frame	WHA Plan of Management 1996 Reference	Employment Strategy (ES) and KPERC Feasibility Study (KFS) Reference
S.13 Commence archaeological surveys of WLRWHA to identify sites in previously unrecorded areas and to revisit a selection of previously unrecorded sites.	H	3TTG, CMC, DEC, DEH	2004 - ongoing	Issue 1 Issue 3 Issue 26 Issue 28 Issue 35	ES – general theme
S.14 Progress establishment of KPERC	H	3TTG, CMC, TSAC, DEC, DEH	2003 - 2007	Issue 28 Issue 30 Issue 33 Issue 43	KFS – general theme
S.15 Facilitate the return of all cultural materials	H	3TTG, TSAC, CMC, DEC	2004 - ongoing	Issue 28 Issue 33	KFS Section D.7
S.16 Develop protocols for production and dissemination of educational interpretive materials	H	3TTG, TSAC, CMC, DEC, DEH	2004 - ongoing	Issue 27 Issue 28 Issue 43	ES – general theme
S.17 Develop 3TTG educational and interpretive materials	H	3TTG, CMC, TSAC	2004 - ongoing	Issue 43	ES – general theme
S.18 Ratify the Employment Strategy to ensure the active participation of the 3TTG in their aspired areas of the WLRWHA	H	3TTG, CMC	2004 - 2005	Issue 30	ES – general theme KFS – general theme and Section D.10

BIBLIOGRAPHY

CRC Sustainable Tourism 2001 *Visitor Indicators for Sustainable Tourism in Natural Areas Mungo National Park* Unpublished report to NSW NPWS

NSW NPWS 2002 *Project Brief Plan of Management for Willandra Lakes Region World Heritage Area Three Traditional Tribal Groups*

NSW NPWS 2002 *Project Brief Employment Strategy for Willandra Lakes Region World Heritage Area Three Traditional Tribal Groups*

NSW NPWS 2002 *Project Brief Feasibility Study for Willandra Lakes Region World Heritage Area Keeping Place, Educational and Research Centre*

WLRWHA CMC, TSAC and EC 2001 *Draft Protocol for Research within the Willandra Lakes Region World Heritage Property (WHP)*. Unpublished Draft Protocol

WLRWHA 3TTG 1995 *Willandra Lakes World Heritage Region Traditionally Affiliated Aboriginal Issues, Concerns and Policy*. For information and attention of the Willandra Community Management Council, the Willandra Technical and Scientific Advisory Committee and Government Agencies. Unpublished Report

WLRWHA 3TTG 2000 *Keeping Place, Educational and Research Centre - Preliminary 3TTG Ideas and Aspirations*. Extract: WLRWHA 3TTG Elders Council Meeting 16

***OUR PAST, OUR FUTURE,
THE WILLANDRA***

**C. EMPLOYMENT AND TRAINING STRATEGY
FOR
WILLANDRA LAKES REGION WORLD HERITAGE AREA
THREE TRADITIONAL TRIBAL GROUPS**

3TTG EMPLOYMENT STRATEGY

VISION STATEMENT

To improve the quality of life for members of the Mutthi Mutthi, Ngayampaa and Paarkinji people and expand their opportunities through the development of employment and training initiatives in the Willandra Lakes Region World Heritage Area.

MISSION STATEMENT

- We will provide people of the Mutthi Mutthi, Ngayampaa and Paarkinji with opportunities to strengthen their connections to their traditional culture and their opportunities for caring for the culture and environment of their traditional lands;
- We will provide opportunities for people of the Mutthi Mutthi, Ngayampaa and Paarkinji to teach their children their dreaming, to enhance their life skills, develop their confidence and improve their lives;
- We will equip members with the necessary skills and opportunities to gain and continue in meaningful employment

TABLE OF CONTENTS

C. EMPLOYMENT AND TRAINING STRATEGY FOR WILLANDRA LAKES REGION WORLD HERITAGE AREA.....	1
THREE TRADITIONAL TRIBAL GROUPS.....	1
C.1 Consultation Methodology	1
C.2 Existing Employment Management and Operational Relationships in the WLRWHA.....	1
C.3 3TTG Members Skills Audit.....	2
C.4 3TTG members currently employed in fields or industries with a direct relationship to the WLRWHA	3
C.5 Employment problems and issues currently experienced by the 3TTG in the WLRWHA.....	3
C.6 Future management and organisational needs for the WLRWHA, which could potentially provide employment opportunities for 3TTG people	4
C.7 Preferred Employment Areas Identified by 3TTG.....	5
C.8 WLRWHA-RELATED employment opportunities for 3TTG members..	6
C.9 Employment and Training Strategies	8
C.10 Prioritised task list for Elders council	11
C.11 Self-Employment Opportunities.....	13
C.12 Points of Caution.....	15
C.13 Funding Options for Employers/Employees.....	16
C.14 Additional Opportunities for Alternative Funding Assistance	17
C.15 Employment and Training Strategies in other World Heritage Areas	18
C.16 Summary of primary employment and training strategies for 3TTG	21
Bibliography.....	22

C.1 CONSULTATION METHODOLOGY

The 3TTG members were informed in writing of the dates, times and venues, of the three individual meetings by NSW National Parks and Wildlife Service (NPWS). A list of questions to be presented on the day was included with the invitation to allow members time to think about and discuss their input before the meetings.

Consultations were held individually with the 3TTG.

Consultations with the Paarkinji were conducted at the NSW NPWS offices at 2 Melaleuca Street, Buronga, NSW on Monday 11 and Tuesday 12 November 2002, with a total of some 30 members attending.

The Ngiyampaa meetings were held at the Land Council / Centerlink offices in Columbus St, Ivanhoe on Wednesday 13 and Thursday the 14 November 2002 with eight members registered as attending.

The Mutthi Mutthi consultation was conducted at the Balranald RSL on Friday 15 November with some 25 members registered as attending.

The questions presented were separated into three sections: the Plan of Management, facilitated by Dave Johnston, Australian Archaeological Survey Consultants (AASC); the Keeping Place Feasibility Study, facilitated by Dave Johnston, Australian Archaeological Survey Consultants; and the Employment and Training Strategy, facilitated by Billy Carroll, Nylinga Aboriginal Consulting

AASC recorded detailed notes at all three meetings.

C.2 EXISTING EMPLOYMENT MANAGEMENT AND OPERATIONAL RELATIONSHIPS IN THE WLRWHA

C.2.1 Administration

The Willandra Lakes Region management committees are administered by an Executive Officer (EO). The position is Commonwealth funded but is located with the Department of Environment and Conservation (DEC) at Buronga, NSW, who provide in-kind support.

Decisions by the advisory committees are communicated to management agencies through their representatives on the advisory boards. The management and operational arrangements for the Willandra Lakes Region include management by several committees, each with a specific role.

The Willandra Lakes Region World Heritage Area (WLRWHA) 3TTG Elders Council is made up of members of the Paarkinji, the Mutthi Mutthi and the Ngiyampaa. This group considers management, and therefore employment, issues from the perspective of the traditional owner groups and provides advice and input to the management bodies.

The WLRWHA Technical and Scientific Advisory Committee (TSAC) provides advice of a scientific and technical nature.

The WLRWHA Community Management Council (CMC) is the peak local stakeholder committee. It oversees the implementation of the Plan of Management and has statutory recognition in NSW planning arrangements.

The WLRWHA Steering Committee is a small group of executive level officers drawn from other relevant departments. It meets at the request of the CMC to make decisions on management directions and the contributions of their departments to World Heritage management issues and projects.

The Ministerial Council provides the vehicle whereby relevant Commonwealth and State Ministers can meet and discuss any issues requiring decisions and action at Ministerial level.

All of the councils and committees interact from the top down, and from the bottom up, as well as interacting between one another, as detailed below.

C.3 3TTG MEMBERS SKILLS AUDIT

3TTG members are extremely enthusiastic and committed to gaining employment in fields that allow them to protect, preserve and enhance the knowledge of their traditional areas. This commitment makes them particularly suited to employment within the WLRWHA.

The results of the 3TTG consultations show that there are a number of members, with a variety of qualifications and skills, who currently work in a range of employment, including:

- Executive Officer, Lake Mungo National Park Joint Management Committee with DEC;
- Family Preservation Program with NSW Department of Human Services;
- Aboriginal Services Manager with NSW Department of Ageing and Disability;
- Aboriginal Community Liaison Officer with NSW Department of Education;
- Hospitality;
- Community Accommodation Officer with NSW Department of Human Services; and
- Service Officer with Australia Post.

Members have also worked in a variety of positions in the past including:

- cultural site protection;
- goat eradication contracts;
- feral animal and weed control;
- station management; and
- fencing.

Generally however, skill levels of a large percentage of 3TTG members will need to be broadened and enhanced in order to:

- acquire the skills required to be successful in community ranger type employment;
- to manage, run and maintain a Keeping Place to the level required for financial viability;
- to manage, run and maintain a motel to the level required for financial viability;
- to run a small business successfully; and
- to obtain management positions within the Parks Department (PD), DEC.

Literacy and numeracy skills will also need to be developed to ensure successful completion of employment and training courses.

C.4 3TTG MEMBERS CURRENTLY EMPLOYED IN FIELDS OR INDUSTRIES WITH A DIRECT RELATIONSHIP TO THE WLRWHA

Information provided revealed that only two 3TTG members are actually employed by DEC at Lake Mungo National Park.

Three others are the operators of an Aboriginal tour business conducting tours to Lake Mungo National Park. The Wentworth-based Community Development Employment Program (CDEP), which also conducts tours, have 3TTG members involved.

C.5 EMPLOYMENT PROBLEMS AND ISSUES CURRENTLY EXPERIENCED BY THE 3TTG IN THE WLRWHA

PD DEC currently has in place an Aboriginal Employment and Development Strategy 2002-2006. The strategy highlights the values of:

- conservation;
- respect for Aboriginal culture and heritage;
- social cohesion;
- active community involvement;
- fairness and equity;
- professionalism;
- transparency in decision making; and
- ethical conduct.

The strategy details the Department's core business as:

- the protection and management of Aboriginal sites, objects and places of special significance to Aboriginal people;
- the protection and management of natural heritage, which has cultural importance to Aboriginal people, and
- the promotion of community awareness, understanding and appreciation of the conservation of cultural heritage.

These objectives are very much in line with the values expressed by the 3TTG.

PD DEC also have a Statement of Reconciliation, which acknowledges Indigenous peoples as the original custodians of the lands and waters, animals and plants of NSW and its many and varied landscapes. It recognises that the Aboriginal people of NSW, despite being dispossessed, maintain a diversity of living cultures and a unique and deeply-felt attachment to the lands and waters of NSW.

It remains, however, that the major employment problem faced by 3TTG members is the lack of preferred employment opportunities in the WLRWHA.

It is clear that PD DEC are committed to the same ideals as the 3TTG. The lack of employment opportunities is simply due to the lack of funding available to DEC, Environment Australia (EA), and other associated departments and agencies, to employ additional Indigenous staff.

Another problem for 3TTG members is the skill requirements of entry into such jobs and the requirements for entry into, and successful completion of, the necessary training.

C.6 FUTURE MANAGEMENT AND ORGANISATIONAL NEEDS FOR THE WLRWHA, WHICH COULD POTENTIALLY PROVIDE EMPLOYMENT OPPORTUNITIES FOR 3TTG PEOPLE

WLRWHA management needs funding and staff to conduct a wide range of activities. This requirement will grow if and when additional development takes place.

Possible employment and small business opportunities for the present and the future may include:

- transport of Ngyiampaa, Paarkinji and Mutthi Mutthi workers to and from employment within Lake Mungo National Park;
- supervision of visitors to Lake Mungo National Park;
- the extension and maintenance of the boardwalk to protect the dunes;
- operation of the suggested gift shop or kiosk at the Keeping Place;
- maintenance of the Keeping Place;
- supervision and maintenance of the camping grounds;

- staffing, supervision and maintenance of the suggested outdoor artefact workshop;
- policing of the dry areas of the park;
- staffing and maintenance of the suggested outdoor restaurant;
- maintenance of gardens and surrounds of the Keeping Place;
- establishment and maintenance of the proposed native food gardens;
- conduct of a study and survey of the WLRWHA to identify existing cultural sites;
- examination of cultural sites on adjacent properties to ensure appropriate management;
- monitoring the effectiveness of individual property plans;
- the conduct of regular Elders Council tours to establish what cultural sites exist;
- compilation and maintenance of a comprehensive, centralised site database;
- inclusion of bio-diversity information on the database;
- continual monitoring of cultural sites within the WLRWHA;
- repatriation of cultural material and remains.
- execution of a full-scale search of museums and private collections to locate cultural materials;
- development of written and visual material to interpret cultural heritage;
- ensuring the accuracy of cultural information given to tourists;
- summarising of available archaeological material so that 3.T.T.G members can tell the history of the region themselves; and
- production of a CD for each traditional tribal group, which focuses on their spiritual links to the Willandra.

It is suggested that 3TTG members select two or three of the above opportunities, decide on time-lines, and concentrate their energies on succeeding with those activities, rather than attempting to achieve too much, too soon. The activities selected would form the basis of the business plan projections and would enable the implementation of an orderly and staged business development process.

C.7 PREFERRED EMPLOYMENT AREAS IDENTIFIED BY 3TTG

The employment areas within the WLRWHA identified as most preferred by 3TTG members were¹⁵:

- park rangers(Degree);
- community rangers or guide (Aussihost);
- cultural heritage protection (various);
- administration (Certificate 11);
- Keeping Place curator (Diploma or Degree);
- accommodation services (Hospitality 11);

¹⁵ qualification required is shown in brackets

- café staff positions within Lake Mungo National Park. (safe food handling); and
- management at all levels within NSW NPWS (various).

Training in the following areas was seen as a priority:

- fire-fighting;
- tourism;
- childcare;
- administration;
- book-keeping;
- gardening;
- plant operation;
- public relations;
- radio usage for community rangers or field officers;
- use of global positioning satellite equipment;
- use of electronic distance meters;
- first aid;
- drivers licence; and
- occupational health and safety (OH&S).

It should be stressed that a general aspiration for the 3TTG was to achieve higher levels of employment, in terms of both numbers and status, than currently exist.

C.8 WLRWHA-RELATED EMPLOYMENT OPPORTUNITIES FOR 3TTG MEMBERS

There are three developing areas that have the potential to provide employment and small business opportunities. However, it should be noted that these opportunities do not lie in the areas of employment preferred by 3TTG members. whose main commitment is to cultural protection and the understanding and promotion of the WLRWHA.

C.8.1 Sand Mining

The establishment and expansion of sand mining continues over a large area surrounding the WLRWHA. Several large companies are active in the area; with BeMaX alone developing eight separate mining sites.

This project offers employment and small business opportunities to Aboriginal people, especially in view of the 10 percent Paarkinji employment agreement negotiated between BeMaX and the native title claimants. There is no reason to believe that the agreement will not continue.

Employment and small business opportunities would include all the usual services involved in the sand mining industry. Of particular interest to the 3TTG would be the monitoring and protection of cultural sites.

C.8.2 The EnviroMission Solar Tower

EnviroMission, an Australian company owns the exclusive Australian licence to this revolutionary German technology. The cost of this project, excluding attendant infrastructure, is estimated to be \$700 million.

Measuring 300 metres in diameter at the base and 1,000 metres in height, the tower will be the highest man-made structure in the world. It will incorporate some 700,000 cubic metres of concrete. The solar collectors will have a diameter of seven kilometres and will cover 10,000 hectares.

It is estimated that a work force of 2,700 will be required during the construction stage, with many of those being local labourers. An Aboriginal consultant has negotiated a verbal agreement for 10 percent of that work force to be Aboriginal.

Employment and small business opportunities would include all the usual services involved in such a massive undertaking. There will be additional possibilities for 3TTG members to take advantage of the Aboriginal connection, as the tower will be a major tourist attraction.

C.8.3 The Murray-Darling Junction Biosphere

Under the Murray-Darling Junction Biosphere concept, the Inland Botanic Gardens will acquire and aggregate various packages of land with a view to:

- managing unique landscapes;
- enhancing diversity;
- protecting and to displaying rare and threatened species; and
- achieving positive outcomes, whilst respecting traditional (Indigenous) values.

The biosphere could eventually encompass 32,000 hectares of land made up of various land packages and tenures. It would include a vast variety of animals, birds, plant species and habitats.

There is a vast array of cultural heritage sites spread across the area, including camp -sites, middens, scarred trees and burial grounds.

Employment and small business opportunities will mirror many of the opportunities available at Lake Mungo National Park . A 10 percent Indigenous employment agreement with John Irwin, the 'driver' behind the Biosphere, has been proposed. The consultant involved strongly believes that percentage could be greatly increased if the Paarkinji Elders were to formally agree to the use of the name and spelling of "Paarkinji Biosphere".

C.8.4 Pastoral Industry

The pastoral properties surrounding and included within the WLRWHA offer employment opportunities. However, the pastoral industry is currently in a state of depression and opportunities for employment are minimal.

C.8.5 Wentworth Shire Council

The Wentworth Shire Council provides services within the WLRWHA and also offers some limited opportunity for employment.

C.9 EMPLOYMENT AND TRAINING STRATEGIES

The main areas identified as providing the earliest establishment of employment opportunities for the 3TTG are:

- guides to accompany tour buses;
- Keeping Place staff (including administration and curatorial positions);
- Mungo Lodge accommodation for tourists and staff;
- kiosk/café staff; and
- community rangers in the Lake Mungo National Park.

C.9.1 Background Issues for Consideration

Consideration should be given to extensive planning before committing resources to an employment program. This will assist to ensure success. It is strongly suggested that a small-scale approach be adopted to maximise initial success and to allow review of issues. This should then be followed by a second intake of employees.

The initial employment areas will require the provision of staff in a structured and disciplined fashion, as the Keeping Place venture is being developed from scratch. The success of both the participants and the project depends on the ready availability of staff at the Keeping Place site. As suggested in the consultative meetings, this would be greatly assisted by the purchase of the Mungo Lodge, if that were found to be feasible.

The Lodge's activities will also provide avenues for 3TTG employment. To ensure that the Lodge is a viable business enterprise, and to overcome the time lag in training 3TTG members to manage its activities, it is suggested that, initially, a person outside the 3TTG community be identified to manage the business and to assist in on-the-job training for 3TTG members. This person should possess broad-based business skills, with an emphasis on tourism and hospitality.

Experiences in other World Heritage areas suggest that the upskilling, training and employment of 3TTG members will take time. A staggered and structured program should be developed, which encompasses the strategies described below.

In order to ensure the viability of the Lodge and Keeping Place, it is essential that a business plan be developed. This should include a thorough analysis of business opportunities and threats, and an appreciation of the costs and resources required to operate the enterprises.

The business plan could be funded under the Regional Assistance Program (RAP), which is aimed at achieving employment outcomes and demonstrated regional employment benefits for Indigenous people. Funds can be sought to assist in assessing the opportunities, threats, strengths and weakness of operating the Keeping Place, a guides service and associated activities. In essence, such an application would establish the fundamental 'Who, What, When and Why' elements of the proposed ventures. RAP funds cannot be used for infrastructure costs, but a business plan may be within its criteria guidelines. The business plan should include the employment of a suitable and qualified project manager to advance this Employment Strategy.

The scope of works proposed in the 3TTG meetings is creative and challenging, especially considering that the physical environment and locality of the project will demand a high level of project management, supervision and coordination to ensure success.

A staggered or staged approach to the employment and training candidates is appropriate to ensure optimal use of funds and greater probability of success. This means that initial ventures should be small-scale to ensure that those who are engaged in traineeships are given every chance to succeed. The initial traineeships should concentrate on achievable objectives, such as. tour guides at Certificate II level and Keeping Place staff. This will require constant and consistent mentoring and support for both the employer and employee. The success of the first trainees will then become an excellent example to attract others into the ventures.

C.9.2 Employment and Training Coordination

The appointment of a training coordinator/administrator is essential to ensure that employment and training opportunities continue to develop and broaden for the 3TTG members. Accessing training and funding, and navigating the necessary government departments is a difficult and somewhat confusing process. The training coordinator could manage this function and assist in implementing the business plan.

The coordinator would be the central contact point for both employers and potential employees and could organise mentors to maximise the opportunities for success of the program. The training coordinator could coordinate, develop, implement and review strategies for training and career development for the 3TTG people. This approach, which has been adopted by World Heritage areas in Uluru and Kakadu, would be most appropriate in this situation. This person would preferably be from an Indigenous background and be highly conversant

with training disciplines. Ideally, local Aboriginal Consulting could assist in this venture, as they are currently managing traineeships in the area and understand local business and Indigenous employment issues.

The appointment of a training coordinator is a more viable solution than the use of a group training company, where many of the funding benefits go to the group training organisation rather than the employer.

At the core of this enterprise is the need to establish a pool of willing and empathetic employers and mentors. The employment and training strategies rely on employer support and if there is no financial incentive for them this will narrow the employment opportunities. It is crucial for the success of any employment and training to maintain and enhance relationships with employers who are willing to employ Indigenous trainees, thus furthering opportunities for others in the Indigenous communities. Partnerships between the 3TTG, local communities, training providers and related industries should be established and expanded

It should be noted that as trainees complete their traineeships at Certificate II level, additional funding is available to the employer to advance the trainee in certification to higher levels. This approach provides opportunities for Indigenous staff to aim for higher levels of employment, which was identified by the 3TTG as a desired outcome of the Employment Strategy.

Through a training coordinator, closer scrutiny and control can be exercised over the project. This enhances the probability that traineeships will be completed successfully. Another venture in the area that can be accessed is the CDEP. Anecdotal evidence suggests that this program has not achieved the success that was hoped for in the local area.

Regional Partnerships (RAP) funding may be sought to finance a skills audit of 3TTG students and job seekers, to determine what additional training is required to enhance employment opportunities in the WLRWHA and other stakeholder agencies or industries. This should be done confidentially when the requirement for specific positions has been identified.

C.9.3 Lag Time in Training

Once a training coordinator is appointed, networking, advertising and marketing of potential employment and training positions would be undertaken within the community. Applications could be made to the Commonwealth Government's Department of Employment and Workplace Relations (DEWR) to make use of Structured Training Employment Program (STEP) funding to assist in the funding of the training. This funding attracts a maximum \$10,000 per trainee. Of these training costs funds, \$1,000 goes to the trainee and the remainder to the employer. The contracting of a qualified tutor under the Aboriginal Tutorial Assistance Scheme (ATAS) is also strongly favoured. The supervision and

organisation of this contract would be included among the duties of the training coordinator.

C.10 PRIORITISED TASK LIST FOR ELDERS COUNCIL

To achieve the aims identified in the Employment Strategy, the Elder's Council needs to:

- continue to lobby DEC, associated government agencies and agencies likely to support environmental activities for additional employment opportunities in the WLRWHA, and any associated areas. The aim is to obtain agreement on the numbers of additional employment positions to be funded, the job descriptions for those positions and the skills and attributes required to be successful in those positions;
- assist and support a wide range of applications for funding to relevant bodies and agencies in order to finance the agreed positions;
- give serious consideration to making a STEP application to DEWR with the assistance of the Sunraysia Area Consultative Committees Indigenous Employment Facilitator. STEP may provide up to \$10,000.00 per trainee. However, the Elders Council and prospective trainees need to be aware that a formal training component is a necessary requirement of a traineeship, and that the training must be accredited. The employer has the right to select a Registered Training Provider who will provide the required training in a format best suited to the employer and the trainee. Youth Employment Scheme funding or the NSW-equivalent funding may also be available. However, the number of places is restricted, and any additional government funding obtained may reduce the amount of STEP funding available;
- consider the possible use of CDEP participants or Group Training organisations to provide less expensive employees;
- inform 3TTG members of positions successfully negotiated by means of a comprehensive information program including word-of-mouth, mailouts, flyers and media coverage;
- solicit expressions of interest in employment from 3TTG members;
- make an objective assessment of the skills, abilities and commitment to full time employment of applicants to ensure that they have a good chance of being successful in employment. Accept that no useful purpose is served by 'setting someone up to fail' by recommending or employing candidates who have limited or no chance of success in that particular type of employment;
- arrange an employment preparation training course for applicants. This course should consist of some four weeks full-time (8:30 am to 4:30 pm) training, to simulate real work conditions and to cover a wide range of relevant subjects. Sunraysia Institute of Technical and Further Education (TAFE) in Mildura conducts Indigenous employment preparation courses. Negotiations could be undertaken with Sunraysia TAFE or other training

agencies to provide the required course. The involvement of an objective careers counsellor would be beneficial.

- suggest that an early part of the selection process include a 'work experience' placement of one week's duration with the employing agency, to allow potential employees to decide if they wish to continue with that type of employment. Try to ensure that employers are not turned against the concept of work placements by too many failures.
- assist individual agency management with the final selection of candidates;
- support the provision of Contemporary Cultural Awareness (CCA) training for supervisors and staff working with the 3TTG employees, as well as Employment Culture training for trainees.
- arrange tutors through the ATAS for employees who are registered as trainees or apprentices. Be aware that ATAS tutoring is only available to Aboriginal people who are involved in formal training, and not for persons who are simply employees. Arrange a work 'mentor' and a personal 'mentor'. Wherever possible, ensure that the personal mentor is the same sex as the employee.
- support, mentor and motivate successful candidates through their first year of employment or traineeship with a structured program of regular personal contact and feedback. The use of a performance agreement may be an advantage;
- ensure that 3TTG members, especially the young, are aware of the financial, self-esteem and status benefits of employment, and actively access the services of ECEF and Job Pathways coordinators;
- promote the vital role of education and training in achieving rewarding and interesting employment by arranging motivational talks by successful trainees (such as those employed at the Grand Hotel, who are completing or have completed their traineeships);
- encourage and support 3.TTG school students to attend school regularly; to achieve at primary school; to continue through secondary school to VCE, and then to progress to university. This will provide a pathway to management positions within departments like NSW NPWS;
- support students in their efforts to resist negative peer group pressure;
- encourage parents to value education and support their children to succeed;
- encourage parents to become a member of, or to support the Aboriginal Student Support and Parent Awareness Committee at their child's school to improve student attendance and outcomes;
- encourage 3TTG students to be actively involved in, and committed to 'school to work' transition programs conducted in their schools;
- encourage and support 3TTG members who are no longer attending school to consider returning to education, or to participate in training with a view to obtaining employment in agencies like NPWS, gaining experience and then seeking promotion to higher levels of responsibility and authority;

- conduct Elder run camps for 3TTG young people; the boys with the men and the girls with the women; to improve their connection to their traditional land;
- encourage and support young people to participate in organised sport, to provide them with all the benefits available from sport, especially the possibility of a career;
- encourage and support the local CDEP to set and enforce mainstream work hours, commitment and performance standards during participants' required days of attendance;
- encourage and support the local CDEP to plan and implement a clearly defined pathway from CDEP to full time, mainstream employment, in which participants are strongly encouraged to participate.

A primary long-term opportunity that will customise issues endemic to Indigenous training and employment is the development and implementation of an Indigenous Contemporary Culture Awareness training package. Support for this culturally appropriate venture could be provided by the community and the training coordinator.

C.11 SELF-EMPLOYMENT OPPORTUNITIES

3TTG members should be made aware of the wide range of possibilities for self-employment associated with the WLRWHA, which may include:

- artefact manufacture and sale;
- Country and Western presentations;
- traditional dance presentations and lessons;
- didjeridoo presentations and lessons;
- creation and sale of sculpture;
- maintenance of the Keeping Place (lighting, air conditioning, painting, cleaning, plumbing);
- caretaking;
- security services;
- camping ground staff;
- sign writing;
- training (the Keeping Place could become a registered training provider to provide courses and train interested persons to become trainers);
- advertising;
- copyright control;
- cultural heritage site mapping,
- mustering and selling wild goats,
- saddlery;
- kangaroo shooting;
- stock work;
- conducting cultural tours, trips, camps;
- demonstrating old-style station life;
- plant propagation;

- traditional Jewellery manufacture;
- jam making (to sell at shops);
- manufacturing Aboriginal clothes;
- sand mining;
- adventure camps and leadership courses;
- bottling and retail of local sand;
- administrative support for the Keeping Place;
- balloon flights (tethered or untethered);
- 4WD driving lessons;
- guided horse rides and horse riding lessons;
- rodeo demonstrations;
- transporting people back and forth to and from Lake Mungo National Park;
- face-painting for school children;
- traditional language presentations and courses;
- guided bush-walking tours;
- snake-handling demonstrations;
- corroboree and traditional dance presentations;
- production of 'roo poo' earrings;
- re-vegetation programs;
- natural foods (bush tucker);
- wood cutting;
- breeding native birds for sale and release;
- museum staff (at Keeping Place); and
- conducting star gazing sessions, with dreamtime connections and stories.

Expressions of interest should be solicited from those who wish to consider establishing themselves in small business.

Interested persons should be supported, mentored and motivated to complete a New Enterprise Incentive Scheme (NEIS) course through MADEC in Mildura or similar agencies, or to attend a Koorie Business Network pre-business workshop.

NEIS is a Small Business preparation course of 12 months duration, during which participants examine all aspects of their proposed business and learn the skills required to ensure success. NEIS participants are entitled to receive income support from CentreLink for the duration of the course, to assist them to establish their small business. The Mildura Chamber of Commerce or the Sunraysia Area Consultative Committee may assist with funding or advice.

3TTG members should be assisted to examine their business ideas carefully to clarify:

- why they wish to start a business;
- whether they have the personal characteristics to be successful in business;
- that they have researched the advantages and disadvantages of starting a business or buying into an existing business;

- whether they would prefer to be a sole proprietor or to work in a partnership or company;
- whether they have researched the potential market for their product or service and the profit margin they could expect; and
- that they are aware of the regulations which may apply and have researched the insurance requirements and costs.

The 3TTG communities should support those members who venture into business with their patronage.

C.12 POINTS OF CAUTION

Commercial pragmatism dictates that many small business enterprises fail within 12 months. As many of the future employment opportunities identified outside the primary role of community ranger involve a small business dynamic, success rates may not be as high as desired. Historically and anecdotally indigenous culture has not lent itself to coping with the rigours of small business, customer service demands and training itself. A “softly softly” approach should be encouraged to ensure ultimate success.

It is also essential that before taking on a trainee, the community and the workplace are properly prepared and briefed to ensure that the training program is a valued and credible part of the community. This would involve the use of credible community people in the planning and development of the programs.

Equally as vital is that the whole community is involved in the evaluation and review of the program’s success and subsequent alterations and improvements.

A possible area of concern in ensuring the feasibility of the Keeping Place and the associated use of community tour guides is the numbers that could be provided to accommodate tourist demand. Should a high number of tour guides be required to be qualified all at once, this would place a strain on the selection of appropriate candidates. This could be reflected within the business plan where access times and number of buses and tourists would be controlled.

As perceived in the other World Heritage areas employment and training strategies have begun on a small scale to “test the waters”. Even these ventures have not always attracted the success that was hoped for (See report on other WHA training and employment schemes)

A realistic expectation is an attrition rate for trainees This has been demonstrated in the other WHA ventures. Within the business plan, projected employment/trainee numbers could be determined. However within the staggered approach, another stream of trainees would need to be identified to overcome attrition of some trainees.

Aboriginal and Torres Strait Islander Commission (ATSIC)	CDEP	http://www.workplace.gov.au For information on CDEP incentives and guidelines: click 'Indigenous Programs' click 'CDEP placement incentives' click 'CDEP guidelines'
Department of Education Science & Training (DEST)	New Apprenticeship Centre - (NAC) financial incentives to employers ATAS Travel and accommodation assistance to new trainees	http://www.dest.gov.au/ For changes to Job Network after 1 July 2003 For 'Summary of Commonwealth New Apprenticeship Incentives Program'

Additional opportunities to be sourced are:

- regional and rural incentive payment of \$1,000 which may be available to some employers;
- Indigenous Small Business Fund (ISBF), which provides funding for the development and expansion of Indigenous business and enterprises, and is available for both organisational and individual ventures;
- National Indigenous Cadetship Project, which offers financial assistance for NSW NPWS to sponsor one or more university students to obtain a degree in a relevant course of study. Cadets are required to work for their employer over the long Christmas break, thus providing additional labour during that period. Potential candidates could be identified at secondary school level, and mentored and supported to increase their chance of success.

C.14 ADDITIONAL OPPORTUNITIES FOR ALTERNATIVE FUNDING ASSISTANCE

C.14.1 Program of Grants to Voluntary Environment and Heritage Organisations (GVEHO)

The Commonwealth Minister for the Environment and Heritage has approved grants of \$1.5 million to 101 organisations in the 2002-03 round of grants under the GVEHO program. The program assists eligible community-based environment and heritage organisations with administrative costs in order to assist the organisation to value, conserve and protect the natural environment and cultural heritage. Funds may be used to assist with salaries and salary on-costs for, office rental, utilities, essential office equipment; staff and volunteer training; photocopying and printing costs and travel costs.

Eligibility criteria relate to the status of the organisation; the most important being that the organisation operates on a non-profit basis and does not receive administrative funding from other Commonwealth Government programs.

It may be possible to review existing organisations or to establish a new organisation to tap into this funding in the future.

Further information is available at
<http://www.ea.gov.au/pcd/ppu/gveho/index.html>

C.14.2 Examples of Grants for Innovative Indigenous Projects

Whilst the following relates to a program, for which applications closed on 26 March 2004, it is indicative of other possible funding sources for the proposed enterprises of 3TTG.

The NSW Department of Aboriginal Affairs (NSW DAA) invited applications from eligible individuals and organisations in NSW possessing the capacity and expertise to provide innovative projects that:
aimed to address the socio-economic disadvantage of Aboriginal people.
reflected the social justice priorities of the Government and the Dept (that is, early intervention, co-ordination, access, equity, participation and/or rights and responsibilities), and
gave Aboriginal people the capacity to take advantage of economic, social and cultural opportunities.

The DAA Grants Program was established to assist the NSW Government in achieving its social justice commitments to the Aboriginal people of NSW. Major Grants (up to \$45,000) were made available for projects with the potential to deliver long-term benefits to Aboriginal people in NSW. In the most recent round, Major Grants were available for programs that focused on:
capacity building - developing and sustaining sound community governance; and
language rejuvenation.

Consideration was given to other applications. Preference was given to projects submitted by Aboriginal individuals and organisations and/or to projects which had a State-wide focus, were sustainable and involved partnerships with other community, corporate and/or government agencies.

C.15 EMPLOYMENT AND TRAINING STRATEGIES IN OTHER WORLD HERITAGE AREAS

The three identified World Heritage Areas that have initiated training and employment strategies are:

- Uluru;
- Kakadu; and
- Tasmanian Wilderness.

In general, the results have not been as pleasing as was desired. The number of traineeships completed has been low, advancement into higher positions not forthcoming, time frames have needed to be revised and extended and the established competencies inappropriate to Indigenous ventures.

All three World Heritage areas have identified Plans of Management that include strategies for training and employment. Reference sources for the proposed management plans are as follows:

Kakadu National Park World Heritage Area, see Chapter 41, p. 152
<http://www.ea.gov.au/parks/publications/pubs/kakplan4.pdf>

Uluru-Kata Tjuta National Park World Heritage area, see Chapter 72, p.159
http://www.ea.gov.au/parks/publications/pubs/uluru_plan_2000.pdf

Tasmanian Wilderness World Heritage Area; Staffing Chapter 9, p.198;
Indigenous management, Chapter 5, p.100;
[http://www.dpiwe.tas.gov.au/inter.nsf/Attachments/UTAR-52JV6A/\\$FILE/parks_WHA_Mgt_Plansml.pdf](http://www.dpiwe.tas.gov.au/inter.nsf/Attachments/UTAR-52JV6A/$FILE/parks_WHA_Mgt_Plansml.pdf)

Booderee National Park NOT WORLD HERITAGE, Chapter 9.7, p.100
http://www.ea.gov.au/parks/publications/pubs/booderee_mp_1.pdf

C.15.1 Overview of Three WHA Training/Employment Strategies and their Success

The Uluru, Kakadu and Booderee projects formed an alliance to provide employment and training opportunities for a minimum of 10 trainees to work under the Conservation and Land Management Training Package as trainee rangers. In order to manage the geographical distances involved, the project was organised through a group training company.

C.15.1.1 Uluru

The Uluru project did not access STEP funding, but used the CDEP initiative and previously used a variety of training strategies. The initial strategy dating back 25 years accessed a group of six to eight people who lived in the area, worked together and then transferred to the actual job. Two people are still employed from the initial intake.

The next strategy concentrated on land management skills and required off-the-job training at Certificate II and III levels in five different work areas extending over 20,000 square kilometres. This required the development of basic skills and knowledge in literacy and numeracy, licensing, first aid and OH&S to provide a basis for training in six core competencies. Training was also delivered in cross cultural awareness, law enforcement and rescue techniques. In 1999 three traineeships were initiated and two remain in operation.

Pooling of training resources is currently being investigated as well as work experience for secondary students. The need to develop and implement a two-way cross-cultural approach for all staff at an induction level has been identified.

Other means of increasing training and employment success for Indigenous people are currently being investigated. These include the establishment of a park training plan to enable career development, courses in language and English, accreditation as interpreters, public relations skills, safe work practices, financial management and tourism industry issues.

C.15.1.2 Tasmanian Wilderness

The primary objectives of the Tasmanian Wilderness Management Plan were: to "progressively develop staff expertise in WHA management through staff development and training programs appropriate to their areas of responsibility"; and to have "increased Aboriginal involvement in the management of the WHA"

To date such aspirations have not been achieved as the desired outcomes in respect of training and increased managerial involvement for indigenous staff have not been realised. Tasmania has only accessed training in fire services and has accessed funding from both state and Federal sources. A trainee in interpretation management was withdrawn as they were deemed not to require training. The majority of training has been non-accredited, on-the-job training conducted over one to two weeks. Accredited training for rangers has not yet been realised. As with the Uluru, the need for small business training has also been identified.

Due to the poor performance outcomes of Indigenous training, a need has been identified to develop a specific cultural and heritage training package with application to Indigenous issues. This would deliver nation-wide standards and accredited training for the management of World Heritage Areas. This project is in its infancy, but if realised, should make indigenous accredited training more relevant and achievable.

Generally, the Indigenous employment and training plan objectives identified in the Plan of Management for the Tasmanian Wilderness WHA have not been realised.

C.15.1.3 Kakadu

The Kakadu management plan targeted implementation of a training program for local Aboriginal people to provide skills in all levels of administration, planning, management and control of the park. Employment preference was to be given to "suitably qualified relevant Aboriginals". Training was to be offered to the Indigenous staff in literacy and numeracy, and in ranger and land management skills "up to and including, where appropriate ... positions of District Supervisor and Park Manager".

It was identified that further training was required if Aboriginal people were to compete for higher classified positions and to access work experience in various park positions. Between 1979 and 1994 six Aboriginal trainee ranger programs were conducted. In 1995 Parks Australia recruited administrative and cultural heritage management trainees as well as trainee rangers, with the traineeships being partly funded through the Commonwealth Department of the Environment, Education and Tourism (DEET).

It was noted that although the number of park staff had increased, this was not reflected in the number of Indigenous staff employed at all levels across the park. To redress this imbalance, a training officer has been appointed to implement a strategic approach to training, using skills audits and competency-based assessment.

At present, despite the aspirations expressed in the Plan of Management, the Kakadu training strategies have not realised the hoped-for success. One issue that needs resolution is the recognition of traditional skills and how to correlate these with existing competencies identified in a training package. No real pathway for advancement to higher level positions in the park has been realised. This is reflected in the small number of traineeships that have been completed. Without an overall strategy to achieve the desired objective of a jointly-managed park it has been very difficult for indigenous employees to rise above the Certificate III level required for such advancement. This is also attributed to the deficiency in skill levels. Insufficient training resources have also been identified as hampering the achievement of desired outcomes

Overall, the Indigenous employment and training aspirations expressed in the WHA management have not been realised within the desired times frames, although some of the initiatives have reached fruition. Frustration on behalf of both the indigenous community and training officers is evident and a re-assessment of the viability of objectives within allocated resources is occurring. The most relevant lesson for the Willandra project is the need for adequate planning, the appointment of a centralised training coordinator, accessing funding sources and appropriate employers and the development of partnerships.

C.16 SUMMARY OF PRIMARY EMPLOYMENT AND TRAINING STRATEGIES FOR 3TTG

Strategy	Action	Outcome
Engage consultant to develop business plan. Identify roles, resources, scale and type of business operations and projected time frames	Identify possible number of trainees and principal employment areas and integrate into projected business plan	Access the Regional Partnerships Program for funding to develop a business plan
Engage training	Network industries and	Trainees to complete

coordinator to administer funding access, network, coordinate and supervise trainees and employer mentors; advertise employment opportunities; access school students to stream into prospective employment; assist with selection of prospective trainees

establish a pool of employers to offer on the job training

Certificate II and III in Conservation and Land Management and Certificate II in Tourism

If Mungo Lodge is purchased, contract a qualified and experienced person to manage Mungo Lodge

Mungo Lodge manager to provide on-the-job training for 3TTG people, as trainees

Trainees to complete Certificate II in Tourism under STEP program with ATAS assistance

Adopt a small-scale approach that maximises initial success; review issues that have arisen and then follow up with second stage of traineeships and additional employment ventures

BIBLIOGRAPHY

Australian Capital Territory Government ACT Vocational and Educational Training Authority 2003 *Partners in Learning Culture: ACT Indigenous Action Plan 2003 –2005*

Commonwealth of Australia Department of Education Training and Youth Affairs 2001 *New Apprenticeships: Support Networks Information Kit, 2001* (contains a dedicated "Indigenous Guide")

Hotchin, Kieran "Periodic Reporting on Applications for World Heritage Properties", *State of Conservation of World Heritage Properties*, Section 11, pp. 8-11 ("Management")

***OUR PAST, OUR FUTURE,
THE WILLANDRA***

**D. FEASIBILITY STUDY
FOR
WILLANDRA LAKES REGION WORLD HERITAGE AREA
KEEPING PLACE, EDUCATIONAL AND
RESEARCH CENTRE**

**3TTG KEEPING PLACE, EDUCATIONAL AND RESEARCH
CENTRE**

VISION STATEMENT

The Centre is a living centre for the history and present cultures of the Indigenous peoples of the region – the Mutthi Mutthi, Ngyampa and Paarkinji. The Centre documents, preserves and interprets the continuity of occupation of this World Heritage Area, maintaining Aboriginal values and

TABLE OF CONTENTS

D. FEASIBILITY STUDY FOR WILLANDRA LAKES REGION WORLD HERITAGE AREA KEEPING PLACE, EDUCATIONAL AND RESEARCH CENTRE	1
D.1 Introduction	1
D.2 Background	1
D.3 Methodology	2
D.4 Summary of 3TTG Aspirations for the KPERC	5
D.5 Key 3TTG Aspirations for the KPERC	7
D.6 Vision.....	8
D.7 Where Cultural Materials Originating from WLRWHA are being held – Initial Consultations.....	8
D.8 Case Studies.....	9
D.9 The Next Step	11
D.10 Administration	11
D.11 Indicative Costings for Operation.....	13
D.12 Funding Sources	16
D.13 Support Services.....	17
D.14 Design Concept.....	17
D.15 The Site	18
D.16 Design Considerations	18
D.17 The Building.....	18
D.18 Specific Requirements for the Storage of Cultural and Human Remains.....	19
D.19 Landscape.....	19
D.20 Costings.....	19
D.21 Construction Options.....	21
D.22 Strategies and Time Line.....	21
Bibliography.....	23

D.1 INTRODUCTION

The NSW National Parks and Wildlife Service have commissioned this Feasibility Study for the Willandra Lakes Region World Heritage Area Keeping Place, Educational and Research Centre (KPERC). In collaboration with staff from the NSW National Parks and Wildlife Service (NPWS), the consultant has undertaken extensive consultation with the Three Traditional Tribal Groups (3TTG) of the Willandra Lakes (Paarkinji, Mutthi Mutthi and Ngiyampaa). The 3TTG have previously and continue to provide strong support for the establishment of a Willandra Lakes KPERC. The following report summarises the 3TTG aspirations and investigate the details and options on proposed functions, costings, administration and location of a KPERC.

D.2 BACKGROUND¹⁶

In 1968 the cremated remains of an Aboriginal person were discovered eroding from the deflating lunette of Lake Mungo in South West NSW. That discovery triggered a program of archaeological research which drastically altered our knowledge and perception of Aboriginal occupation of Australia. Eventually the discoveries led to the Mungo grazing property becoming a National Park and, ultimately, the inscription of the Willandra Lakes Region on the World Heritage List.

During earlier research phases in the Willandra Lakes, researchers amassed a considerable assemblage of cultural material and human remains. The assemblage included stone artefacts, charcoal, shell, and animal bones, and the remains of in excess of 140 people (the remains were in varying states of preservation, and many were only partial or fragmentary).

The 3TTG of the Willandra Lakes have always maintained their cultural material, including the remains of their ancestors, belongs at the Willandra. As Aboriginal people have developed a greater voice on heritage issues and greater ownership and control of their material cultural heritage, the establishment of a facility to provide a secure repository for ex-situ cultural material has become more of a priority.

There are also obligations under Article 5 of the World Heritage Convention to give cultural and natural heritage a function in the life of the community and to integrate the protection of that heritage into comprehensive planning programs. By keeping cultural material belonging to the 3TTG of the Willandra close to the site in a secure repository, the heritage will continue to have a function in the life of the Indigenous community and will be protected by preventing dispersion of the collection.

¹⁶ Appendix DI

A Plan of Management has been prepared for the Willandra Lakes Region World Heritage Area (WLRWHA) and the establishment of a KPERC is a high priority and long term vision of that plan¹⁷. The establishment of such a centre has been strongly endorsed at Community Management Council (CMC) meetings.

D.3 METHODOLOGY

The methodology for this project was based on a consultation process with the Mutthi Mutthi, Ngiyampaa and Paarkinji to obtain the views of the traditional owners (see consultation methodology below). To fulfil the various project brief requirements, architect Blair Mullins was engaged and the assistance of museum curator, Alison Stewart, was also obtained. Consultation by telephone or by meetings was held with various institutions and individuals to seek specific information or advice relating to the project brief.

D.3.1 Consultation Methodology

D.3.1.1 Phase 1 (Initial Consultation)

An initial consultation meeting was held with 3TTG Elders Council to discuss the project on 30 August 2002. Discussion was also held regarding the draft Issues for Discussion document to be used at the forth-coming individual 3TTG workshops¹⁸. Protocols and the project methodology were also discussed.

An initial consultation meeting to discuss the project was also held with the Technical and Scientific Advisory Committee (TSAC) and the CMC at their combined meeting on 12 September 2003. The draft Issues for Discussion document was presented and feedback and input invited.

Telephone consultations were held continually throughout the project between the project team and Doug Williams Executive Officer (EO), WLRWHA and Gary Pappin, NSW NPWS.

Telephone consultations and discussions were held between the project team and members of the 3TTG throughout the project.

Principal project contractor, Dave Johnston also conducted telephone consultations with various members of the TSAC and CMC.

Telephone or face-to-face consultations were held with:

- Australian Museum;
- Brambuk Cultural Centre;
- Yarrabah Museum;
- Gippsland East Aboriginal Cooperative;
- South Australian Museum;

¹⁷ see Strategies 33.1, 43.6, and 43.7 of the Plan of Management

¹⁸ Appendix A1

- Museum of Victoria;
- National Museum of Australia;
- Uluru Kata Tjuta;
- Kakadu;
- Mungo Lodge owners (current);
- Musgrave Park Aboriginal Centre;
- Canberra Museum and Gallery; and
- Dreamtime Centre, Rockhampton.

D.3.1.2 Phase 2 (Individual 3TTG Workshops and Site Inspections)

The 3TTG members were informed in writing of the dates, times and venues, of the three individual meetings by NSW NPWS. A list of questions to be presented on the day was included with the invitation to allow members time to think about and discuss their input before the meetings.

Consultations were held individually with the 3TTG.

Consultations with the Paarkinji were conducted at the NSW NPWS offices at 2 Melaleuca Street, Buronga, NSW on Monday 11 and Tuesday 12 November 2002, with a total of some 30 members attending.

The Ngiyampaa meetings were held at the Land Council / Centerlink offices in Columbus St, Ivanhoe on Wednesday 13 and Thursday the 14 November 2002 with eight members registered as attending.

The Mutthi Mutthi consultation was conducted at the Balranald RSL. on Friday 15 November with some 25 members registered as attending.

The questions presented were separated into three sections:
 the Plan of Management, facilitated by Dave Johnston, Australian Archaeological Survey Consultants (AASC);
 the Keeping Place Feasibility Study, facilitated by Dave Johnston, Australian Archaeological Survey Consultants; and
 the Employment and Training Strategy, facilitated by Billy Carroll, Nylinga Aboriginal Consulting

Discussions on the establishment of a KPERC started with consideration of an extract from the 3TTG Elders Council Meeting of 16 December 2000, which outlined the aspirations for the KPERC at that time¹⁹. The purpose of revisiting this document was to demonstrate strong and continuing support for the establishment of a KPERC.

Participants in the workshops were then shown the *Keeping Culture Achieving Self-Determination Through the Development of Aboriginal Cultural Centres and*

¹⁹ Appendix BIII

Keeping Places CD-ROM, produced by the Australian Museum. This CD-ROM gives examples of existing Keeping Places in NSW and focuses on the strategies and planning needed for implementation. Having viewed the CD-ROM, discussion took place regarding the format of the Issues for Discussion paper.

Detailed notes were recorded throughout all three meetings by AASC.

A summary of the 3TTG individual workshops was sent to the 3TTG Elders Council members and members of the TSAC and CMC in early February 2003.

On 2 December 2002 project team members Dave Johnston and Blair Mullins attended a site familiarisation inspection accompanied by Mary Pappin, Roy and Beryl Kennedy, and NSW NPWS staff Doug Williams and Gary Pappin. The project team visited the Lake Mungo National Park Visitors Centre, where it was introduced to the Aboriginal Rangers and discussions were held regarding the project. The team then visited Joulni property and Mungo Lodge. Discussions held with the current owners of Mungo Lodge regarding their intention to sell the property.

D.3.1.3 Phase 3 (Combined 3TTGs Workshop – Presentation of 3TTG Project Preliminary Draft Report)

Following the distribution of the preliminary draft report, Dave Johnston visited Mary Pappin and Lottie Williams at Pooncarie on 3 March 2003 and Roy and Beryl Kennedy at Hay on 4 March 2003 to discuss the preliminary draft.

The Combined 3TTG Workshop to discuss the preliminary draft report was held on 14 and 15 March 2003. Comments received at the meeting were incorporated in the preparation of the working final draft report, the final draft report and the final report.

D.3.1.4 Phase 4 (Presentation of Final Draft Report to 3TTG)

A working final draft report of the Plan of Management was sent to Doug Williams, EO, WLRWHA, in April 2003. On 16 April 2003, the consultant met with the EO to discuss the document. The final draft report was submitted in December 2004.

On 29 February 2004 a meeting was held with the 3TTG Elders to present the report and to obtain final feedback and direction. Comments from all stages of consultation were taken into account in the production of the final draft report.

D.3.1.5 Phase 5 (Presentation of 3TTG Project Final Report)

Following the incorporation of comments into the final draft report, the final report was prepared and presented to the 3TTG, CMC and TSAC in May 2004.

D.4 SUMMARY OF 3TTG ASPIRATIONS FOR THE KPERC

As previously stated in the methodology, a series of individual meetings were held with the Paarkinji, Mutthi Mutthi and Ngiyampaa traditional owners. These meetings were organised around the Issues for Discussion paper. The initial component of the day-long workshops aimed to ensure that participants were up-to-date on previous discussions and recommendations relating to a KPERC.

The basic starting point of the consultation process was to ascertain that there continues to be key support for the establishment of a KPERC from the 3TTG. An extract from the 3TTG Elders Council Meeting of 16 December 2000 outlining the aspirations for the KPERC was discussed with the participants. The Paarkinji, Mutthi Mutthi and Ngiyampaa groups indicated that they all continue to support the establishment of a KPERC and that the aspirations recorded in 2000 remain valid.

The following table outlines the issues and aspirations arising from the workshops from the Issues for Discussion paper and the Elders Council Meeting of 16 December 2000.

Table d(i) Issues and Aspirations

1. Previous Discussions	The key aspirations for the KPERC, recorded by the 3TTGs in 2000, are still appropriate.
2. Localities	The purchase of Mungo Lodge is the preferred option. A KPERC would then be sited on the Mungo Land.
	Joulini is recommended as a potential location for the KPERC.
	We would need transport to get people from/to Joulini from Ivanhoe.
	We need to set up a meeting for the Elder's Council and other relevant groups ASAP to discuss the acquisition of Mungo Lodge.
3. Existing Designs	No aspirations were outlined. No existing designs were discussed.
4. Functions for the KPERC	The KPERC should be a hands-on centre for Elders to be involved, 3TTG should be visible.
	The KPERC should provide employment and training for our young people.
	The KPERC needs to be a properly and professionally administered place.
	The KPERC needs to have research facilities for people to

	work on Willandra material here in the Willandra.
	The cultural material currently housed at the Visitor's Centre should be moved to the KPERC once it has been constructed.
	The cultural material currently held in the Willandra and surrounds should be repatriated once the KPERC has been constructed.
	The cultural material currently held by other institutions and researchers should be repatriated once the KPERC has been constructed.
5. What spaces are required to fulfil the desired functions?	We would like a meeting room.
	Display/exhibition area which people pay to visit.
	We would like a gift shop to sell arts and crafts.
	We would like a café/kiosk to sell 'bush tucker'.
	We would like storage space for our cultural material.
	We would like a room for cultural rangers/guides.
	The KPERC should have a men's area and a women's area.
	Camping ground
	Accommodation for staff
	(Outdoor) workshop where artefacts are made and sold
	A performance space
	Conference facilities
	Wet and dry areas (no alcohol in the KPERC, but outside is permissible)
	An outdoor cooking and eating area or 'open air restaurant' with traditional camp oven food/ bower shed
	Theatrette
6. Design Ideas	Local extinct animals should be incorporated into the design
	The three totems of the three groups should be incorporated into the design (carpet snake, sitting down emu, black kangaroo; one as a meeting room, one as a storage area, etc

	We should hold a competition to come up with an appropriate design
	A rock garden
	It needs to be shady
	The design of the accommodation should be in the shape of a snake.
	The building should be made of local materials which reflect the traditional ways and which blend into the environment (sandstone, mud-bricks, rammed earth, rendered straw bales).
	The design could incorporate the concept of a miamia.
	The KPERC should not be huge.
	Artefacts can be stored together (although maintain distinction between men's and women's)
	'Satellite' interpretation centres at Mildura, Ivanhoe and Balranald
	Accommodation could be as simple as tin huts
	The design could incorporate the former lakes system
	We would need childcare facilities
	Three separate buildings/rooms for each TTG
	Energy efficient construction (using recycled water and solar power)
	'Bush-tucker' garden
	An aquarium (containing species that people consumed in the past)
	3TTG to assist in the construction of the KPERC
	Facilities for the disabled - the building must be user-friendly

D.5 KEY 3TTG ASPIRATIONS FOR THE KPERC

Of all the aspirations discussed at the three individual TTG meetings, several emerged as key points for the establishment of a keeping place. Concentrating on these strong and agreed directions will be an important key in the success of establishing a keeping place. It is important that the 3TTG maintain a focus on these key agreed areas to strengthen their success at funding and operational levels. Deviating from the key aspirations will ultimately weaken the strength and therefore the ultimate success of a WLRWHA Keeping Place.

The key 3TTGs aspirations, which inform the bulk of this report and should be considered as the basis of objectives in the establishment of the KPERC, are:

- The KPERC will give cultural heritage a function in the life of the community, fostering community pride and participation;
- The KPERC will house and preserve ex-situ cultural and human remains from the Willandra;
- The KPERC will serve to educate visitors to the park about the heritage and living culture of the 3TTG;
- The KPERC will provide visitors with displays relating to the heritage of the region;
- The KPERC will provide research facilities for people to work on Willandra material in Willandra;
- The KPERC will serve as a base for a number of entrepreneurial undertakings by the 3TTG including tour guides, kiosk, shop/gallery and ultimately the provision of a camping ground either at the existing National Parks camping ground or located within the surrounds of the KPERC; and
- The KPERC will provide 3TTG people with training and ultimately employment.

D.6 VISION

The vision is a statement of what an organisation wants to be like. Organisations that are driven by a clear, shared and well-articulated vision ensure that all staff and office bearers are working towards a shared goal.

The proposed vision statement for the Willandra Lakes Region KPERC is a clear and concise summary of the aspirations expressed by the 3TTG during consultation. It states:

“The Centre is a living centre for the history and present cultures of the Indigenous peoples of the region – the Paarkinji, Ngayampa and Mutthi Mutthi. The Centre documents, preserves and interprets the continuity of occupation of this World Heritage Area maintaining Aboriginal values and shares with visitors the cultural significance of the region.”

D.7 WHERE CULTURAL MATERIALS ORIGINATING FROM WLRWHA ARE BEING HELD – INITIAL CONSULTATIONS

In attempting to locate cultural materials taken from the WLRWHA over the years, the principle consultant, contacted a number of Institutions and Individuals seeking information on what cultural materials they may have from the WLRWHA. The consultant also discussed whether the parties would be interested in consulting the 3TTG regarding their aspiration to have materials return to the Willandra. Summaries of the discussions held with collecting institutions and private collectors are located at Appendices DII and DIII.

D.8 CASE STUDIES

Since the publication of *Previous Possessions, New Obligations* in 1993 there has been a move by the museum community to support the rights of Aboriginal and Torres Strait Islander peoples to self-determination in respect of cultural heritage matters. As Indigenous peoples have been given more information about the holdings and workings of public collections, many communities have themselves established cultural centres and keeping places. It is now widely recognised that cultural centres and keeping places are an important way for Aboriginal people to promote, protect and preserve their culture within their own community.

As previously mentioned in the methodology, a large number of cultural centres and keeping places throughout NSW, Victoria, Queensland and the Northern Territory were contacted with requests for information during the course of the Feasibility Study. On the whole, those approached were forthcoming with information and advice, although some of the more successful centres only offer information in return for paid consultancy services. The diversity of operations of cultural centres and keeping places contacted ranged from volunteer organisations to government funded facilities.

Given the wealth of material which has come from the WLRWHA and the significance of the region in contributing to our understanding of Aboriginal cultural occupation, it is important that the 3TTG facility emulate some of the larger and more successful centres. The centres chosen to provide the benchmark the KPERC are:

- Uluru – Kata Tjuta Cultural Centre (NT);
- Brambuk (Vic);
- Cooramah Aboriginal Cultural Centre (NSW);
- Mindaribba (NSW); and
- Dreamtime Cultural Centre (Qld.).

The Kata Tjuta and Brambuk Centres are of particular interest as they are located in and next to National Parks.

Particular attention in the planning phases should be paid to Brambuk which has achieved strong cultural and business success. Brambuk staff have offered to take the 3TTG around their centre and to speak with them about their experiences. This offer should be taken up as a matter of priority. In addition, thought should be given to approaching Brambuk and offering a consultancy fee to learn more of their successes and failures. This would enable the staff establishing the KPERC to follow relevant successes and avoid the constant reinventing of the wheel.

The following table outlines the facilities provided by the case study centres based on the key aspirations for the 3TTG KPERC.

Table d (ii) Features of established Cultural Centres*

	Kata Tjuta	Brambuk	Cooramah	Mindaribba	Dreamtime
Entrance fee		free entry – program participation charged	free	by negotiation	
Storage of artefacts		yes		yes	
Display area	yes	yes	yes	yes	Yes
Meeting room(s)	yes	yes	yes	yes	yes
Research/ library area					
Conference facilities	yes	yes			
Café/ kiosk	yes	yes	yes	yes	yes
Shop/ gallery	yes	yes	yes	yes	yes
Artefact-making demonstrations	yes	yes	yes		yes
Performances		yes	yes		yes
Tours	yes	yes	yes	yes	yes
School groups	yes	yes	yes	Houses a pre-school	yes
Camping ground		yes	yes	yes	motel
Staff numbers		2 general managers; IT officer; 2 cultural officers; retail manager; café manager; 5 café staff; 7 guides; 7 back-up	coordinator; 4 cooks; 6 customer service staff	coordinator; community project officer; clerical officer; health worker; youth worker; pre-school teacher; 2 teacher aides	

Funding sources		Initially ATSI – now self-sufficient	ATSI; CDEP	ATSI; NSW DAA	ATSI; Bicentennial Grant
Major source of income	commercial enterprises based in the centre rely upon income	shop, tours, café, catering and functions; has 10% agreement with bus tours and motels	cafe		conferences and accommodation

Three main issues arose from discussions with staff of the above centres. These were:

- For a cultural centre to become established, it is essential that the community work together, putting aside factions in favour of unity.
- A coordinator/administrator must be appointed prior to any building projects. This enables the development and coordination of a business plan, which is essential to the funding acquisition process.
- A keeping place/cultural centre will not make money from its displays. Revenue is dependent on enterprises run from the centre such as tours, kiosk, gift shop and conference facilities.

D.9 THE NEXT STEP

It is evident that the 3TTG have clear aspirations and a good sense of where they are heading with the development of a WLRWHA KPERC. It is also clear from the *Visitor Indicators for Sustainable Tourism in Natural Areas Mungo National Park Visitor Survey 2001* that visitors to Lake Mungo are seeking opportunities for intellectual engagement through the desire to learn about the cultural history within the park.

The next step in the process is to explore the options for the administrative and physical development of the KPERC. An essential component of this will be the development of a business plan, which will provide clear direction for the daily administration of the centre. Preferably, the business plan should be developed with the involvement of the coordinator who will essentially be responsible for its implementation. This plan should identify further revenue bases and set target projections for revenue raising.

D.10 ADMINISTRATION

The most pressing issue in the development of the KPERC is the appointment of a coordinator or administrator. The coordinator, working with a steering group of elected 3TTG Elders, would be responsible for the development of the centre. This person should possess knowledge of the development of business plans, be

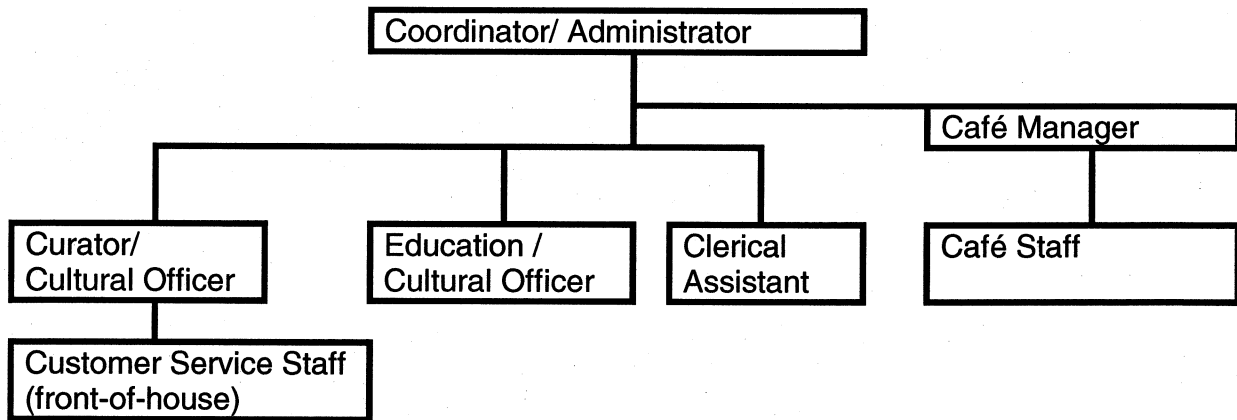
familiar with funding applications and have experience in the supervision and training of staff. Without a coordinator, it would be extremely difficult to capitalise on the funding and development opportunities provided through government agencies. The coordinator would see the project through the planning, building and opening phases.

Funding for the coordinator position for a fixed term contract could be sought from NSW NPWS or Environment Australia (EA), both of which have a vested interest in attracting visitors to the park.

As planning moves on, the coordinator would be responsible for identifying and seeking funding for the other positions required in the development and management of the KPERC.

It would be inadvisable for the 3TTG to establish separate staff structure for each of the three functions of the KPERC. The coordinator would manage all three functions, assisted by specialised, function-specific staff, as illustrated below.

Staff Flow Chart



The KPERC, as envisaged by the 3TTG, would require the following minimum staff:

Position	Duties	Attributes
Coordinator/ administrator	manage the centre, staff, funding applications, budget and management plan	knowledge of developing and implementing business plans; proven ability to acquire funds through grants programs and the ability to manage staff and budgets
Curator/ cultural officer	manage the keeping place (storage,	museum/cultural centre experience; trained

	conservation and information management) and the display area	through a cultural heritage management or equivalent course
Educator/Cultural officer,	this position would not be required until the centre was attracting a good visitor base justifying the need for specific education programs	
Clerical Assistant,	assist the coordinator and curator	good literacy skills and the ability to be trained in the use of computers
Customer service staff	meet visitors and provide them with information; could also staff the gift shop and run demonstrations for a fee (see Brambuk model); could be a mixture of part time and full time positions	good interpersonal skills.; ideally with knowledge of 3TTG and the ability to produce artefacts etc. as part of a demonstration program
Cooks and waiters	to staff the café; could be a mixture of part time and full time positions	graduates and participants in hospitality courses would be ideal for these positions and could train new staff on-the-job
Maintenance/ grounds person	indoor and outdoor duties	practical, hard worker

It should be noted that the 3TTG have continued to identify that they want tribal members to staff the KPERC. It will be necessary to approach units such as the one at the Australian Museum to provide training for local people. In addition, NSW NPWS should provide training for tribal members in the day to day running of the park.

D.11 INDICATIVE COSTINGS FOR OPERATION

Table d(iii): Startup Costs

Item	Cost
------	------

Fees for 3TTG consultation with architects	\$20,000
IT office equipment	\$20,000
IT software – including a Collections Management System such as VERNON	\$20,000
Office equipment – furniture, copiers etc	\$40,000
Display – to a high standard incorporating multi media presentations	\$300,000
Publications	\$30,000
Storage equipment	\$20,000
Café furniture and equipment	\$30,000
TOTAL	\$480,000

Table d(iv): Running Costs

Item	Notes	Cost
Salaries	based on full staff complement: coordinator curator education clerical assistant customer service (three positions) café staff groundsperson	\$50,000 - 55,000 \$40,000-45,000 \$40,000-45,000 \$25,000-30,000 \$70,000 \$80,000 \$20,000-25,000
Sub-total salaries		\$450,000²⁰
Building operation and maintenance,	Includes a climate-controlled air conditioning system running 24 hours a day; these costs could be reduced by up to 60 percent with the use of solar power (back-up electric)	\$80,000
Display	Display will need to be maintained each year, in particular any new media components	\$40,000
Marketing	Advertising, etc	\$15,000
Conservation	A budget line for the care of any repatriated material is essential	\$10,000
Collection Management	Includes licensing fees for software; based on the purchase of a system such as Vernon which NSW NPWS already uses at some sites	\$10,000
Training	IT, staff development, etc.	\$15,000
Administration	Stationery, building, postage, etc	\$20,000
Equipment	IT, photocopy hire, etc	\$15,000

²⁰ Staffing costs could be significantly lower in the initial years of opening. The positions of educator and clerical assistant may not be required until the KPERC's workload dictates the need for these positions. Individual wages do not include on-costs; final figure does include on-costs.

Publication	brochures, school kits etc; these could be produced and then sold for a small fee to recoup some costs	\$25,000
Consultancy fees	IT support, specialist skills such as designers, conservators, etc	\$15,000
TOTAL per annum		\$695,000

D.12 FUNDING SOURCES

The following provides a list of funding sources available through a range of grants programs. These range from larger money sources for building and infrastructure through to several thousand dollars for conservation and artist training.

It should be noted that the 3TTG should also explore funding options through EA and NSW NPWS. Issues such as employment or colocation of a number of NSW NPWS staff could bring cost benefits to the KPERC by ensuring funding, full or partial, of budget items such as building and maintenance and administration.

Funding for training and staff through programs such as CDEP are discussed in the 3TTG Employment Strategy²¹.

ATSIC

ATSIC has provided funds for the building and establishment of cultural centres throughout Australia. The majority of cultural centres spoken to in the course of this Feasibility Study had received building funds from \$100,000 to \$1,000,000.

Application forms are available from:

http://www.atsic.gov.au//programs/grant_procedures/Submission_Kits

NSW Heritage Office

The NSW Heritage Office, Heritage Incentives Program, Aboriginal Heritage Projects provides support for projects identifying, assessing, interpreting or managing Aboriginal Heritage. The fund supports projects such as: education and promotion, oral history, site work or interpretative projects and Aboriginal artefact collection.

Contact: Vince Scarcella, Aboriginal Heritage Officer Ph: (02) 9849 9571

National Library of Australia

National Library of Australia, Community Heritage Grants are available to assist Australian community organisations such as libraries and historical societies, museums, ethnic and indigenous groups to preserve significant documentary heritage collections.

Contact: The Coordinator, Community Heritage Grants, Ph: (02) 6262 1147

²¹ Part B of this report

Natural Heritage Trust

The Natural Heritage Trust, Envirofund helps communities undertake local projects aimed at conserving biodiversity and promoting sustainable resource use.

Contact: Ph: 1800 065 823

Department of Communications, Information Technology and the Arts (DCITA)

The DCITA Regional Arts Fund, NSW, supports the arts in regional and remote Australia to give all Australians – wherever they live – better access to opportunities to practice and experience the arts.

Contact: Michele Elliot, Funding and Research Officer Ph: 02 9247 8577 extension 8

D.13 SUPPORT SERVICES

The Aboriginal Heritage Unit at the Australian Museum was established to assist Indigenous Australians in achieving their cultural objectives. The Unit recognises that an important way of doing this is by supporting communities to establish and maintain their own Aboriginal cultural centres and keeping places. The staff of the unit are happy to visit communities and to take community members through the Australian Museum collections relating to their traditional area.

Contact: Phil Gordon/Peter White

Phone: (02) 9320 6186

Fax: (02) 9320 6058

E-mail: peterw@austmus.gov.au

During the course of the Feasibility Study the project consultant spoke with staff from the National Museum of Australia, Museum of Victoria, South Australian Museum and Australian Museum. All institutions indicated a willingness to provide the 3TTG with listings and access to their holdings relating to the Willandra region and to enter into discussions regarding the future of cultural material and human remains²².

D.14 DESIGN CONCEPT

This proposal endeavours to create a building that relates to the surrounding landscape by blending in rather than dominating.

Features of the proposal are its gentle curves, earth walls and integration with the landscape. These features and the purpose designed internal and external spaces help to provide a building that is user friendly and sympathetic to its environment.

²² see Appendix DII for details of consultation

D.21 CONSTRUCTION OPTIONS

The building is split into two for its two primary functions of tourism and keeping/research. One half could be built first and due to the income generating potential of the tourist side, it is recommended that this be built first if this approach was to be adopted. This would provide a cost reduction of approximately 45 percent.

The proposed design allows the freedom to easily adjust the size of the building size without compromising the integrity of the design. Therefore the floor area could be reduced to lower construction costs. It is important to refine the separate functions of the KPERC to ensure spatial requirements are correct for a cost efficient and properly functioning facility. This refinement will determine the correct final size of the building.

Cost reduction could occur with a straight forward 'conventional type' construction (shape and materials). Problems with this solution are that it goes against the ideals of the 3TTG who don't want conventional European architecture, and it is not fitting for a World Heritage site with international interest. The cost reduction achieved by this option would be approximately 10-15 percent.

Landscape and carparking could be staged, but, as with all staging it will either cost more in the long run or will never be completed properly.

D.22 STRATEGIES AND TIME LINE

Given the difficulties and slipping time frames which are always inherent in a building development, the time frame for this project starts at zero and works forward in a monthly time frame. Time starts at the appointment of the 3TTG steering committee. Even given some time slippage there would be no reason why the KPERC could not be operational by mid-2006.

Planning Phase	Time frame
S.1 Appointment of a steering committee of 3TTG people (steering committee should include EA, TSAC and CMC, NPWS people – perhaps call it a 'base planning committee')	0-3 months
S.2 Adopt an appropriate name for KPERC	0-3 months
S.3 Endorse Vision Statement and Objectives	0-3 months
S.4 Approach EA and NSW NPWS for funding of the position of Coordinator for the KPERC	0-3 months
S.5 Appointment of coordinator; advertise nationally with the interview panel to include appropriate NSW NPWS personnel and one representative of each of the 3TTG	3-6 months

S.6 Visit to Brambuk (when coordinator has been appointed)	3-6 months
S.7 Offer Brambuk with consultancy fee for assistance in preparing a business plan	6 months
S.8 Approach Aboriginal Heritage Unit at the Australian Museum for initial advice on planning	6 months
S.9 Prepare business plan	6-10 months
Design Phase	
S.10 Discuss funding opportunities with EA and NSW NPWS	10 months
S.11 Apply for grants to cover any shortfall in funding (dependent upon outcome of funding applications)	10-12 months
S.12 Advertise for and select architect	12-15 months
S.13 Design process – suggest that the 3TTG look at the design process for Kata-Tjuta which involved the architect spending a considerable amount of time with the traditional owners to come up with a design for the centre	15-20 months
Construction Phase	
S.14 Building process	20-36 months
S.15 Appointment of staff and training - in particular the curator/cultural officer who will need to be involved in planning displays and negotiations about repatriation	20-36 months
S.16 Development of display	20-42 months
S.17 Negotiations with relevant authorities on repatriation	
Opening	
S.18 Open	36-42 months
S.19 Repatriation of human remains and artefacts	after opening

BIBLIOGRAPHY

Australian Museum 2002 *Keeping Culture – Achieving Self-Determination through the Development of Aboriginal Cultural Centres and Keeping Places* Sydney

Cordell Information Services 2002 *Commercial and Industrial Cost Guide* Sydney

Council of Australian Museum Associations Inc. 1993 *Previous Possessions, New Obligations* Melbourne

Darragh J. and James S. 1993 *Museum Design, Planning and Building*

Heritage Collections Council 1998 *Caring for Collections Across Australia* Canberra

Heritage Collections Council 2002 *Guidelines for Environmental Control in Cultural Institutions* Canberra

Lord, GD and Lord, B 1991 *The Manual of Museum Planning*

Museums Australia Inc. 1998 *Caring for Our Culture* Canberra

Museums Australia Inc 1998 *Strategic Planning Manual* Melbourne

NSW Heritage Office 1999 *Objects in their Place* Sydney

***OUR PAST, OUR FUTURE,
THE WILLANDRA***

APPENDICES

APPENDIX A1

Issues for Discussion Paper

(As discussed at 3TTG Project Workshops)

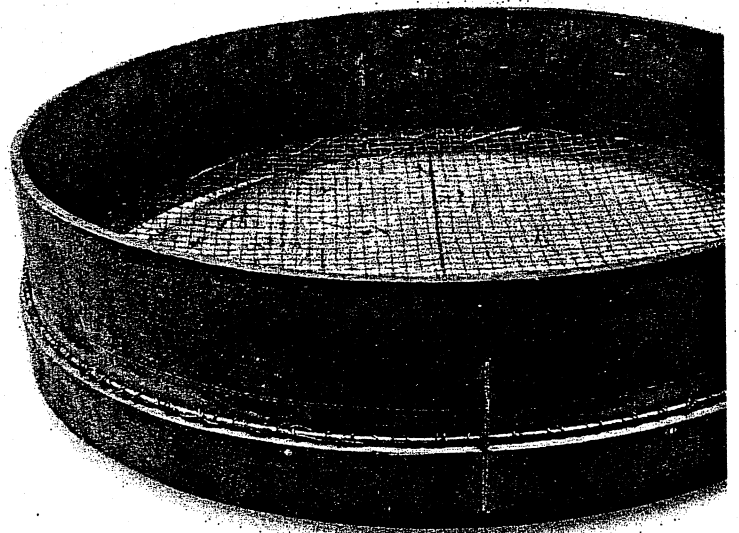
September 2002

Willandra Lakes Region

World Heritage Area.

3TTG Project

Documents Folder



**WILLANDRA LAKES WORLD HERITAGE AREA
3TTG PROJECTS
PLAN OF MANAGEMENT, FEASIBILITY STUDY, EMPLOYMENT
STRATEGY**

3TTG WORKSHOPS

PROGRAM:

Note: At the beginning of each workshop a discussion will be held to determine how each of the 3TTG's wish their workshop to proceed and how the program will run. There are of course specific issues that need to be discussed and therefore we will need to be mindful of our time.

- 1. Introduction**
- 2. Issues For Discussion**
 - 2.1 Plan of Management**
(D. Johnston)
 - 2.2 Feasibility Study (Keeping Place, Education and Research Centre)**
(D. Johnston)
 - 2.3 Employment Strategy**
(Billy Carol / D. Johnston)
- 3. Other Issues**

**WILLANDRA LAKES WORLD HERITAGE AREA
3TTG PROJECTS
PLAN OF MANAGEMENT, FEASIBILITY STUDY, EMPLOYMENT
STRATEGY**

ISSUES FOR DISCUSSION

Plan of Management

1) Operation and Management procedures

- What are the present management and operational relationships that exist within the WLRWHA.
- What problems and issues (positive and negative) are currently experienced by the 3TTG in this respect.
- What problems and issues (positive and negative) are currently experienced by the WLRWHA management committee and other stakeholders.
- What are the perceived strategies to address these issues or problems.
- What are the existing protocols for access to and management of the WLRWHA.
 - For archaeological researchers
 - For other researchers.
 - For tourist groups.
- How can this system be improved
- What level of involvement would the 3TTG like to have in this respect.
- What is required to achieve this.
- What are the realistic time frames for achieving this.

2) Management of Cultural Resources in the WLRWHA

- Is there an existing CHMP for the WLRWHA.
- If no, then what protocols are presently in place.
- What input has the 3TTG had in the development of the CHMP.
- Is the CHMP adequate.
- Does the CHMP have projections for future cultural heritage research in the WLRWHA.
- Are the 3TTG happy with these projections.
- What involvement does the 3TTG wish to have in future research.
- Are there site specific management plans in place.
- Are these site specific plans adequate.
- What site database presently exists for the WLRWHA.
- Is the database complete.
- Who manages the site database.
- Who has access to the site database.
- Do the 3TTG want access to or management of the database.
- What improvements are required.
- What are the realistic time frames for achieving this.

3) Retrieval and housing of cultural resources.

- Have any strategies or programs been developed and implemented to date, regarding the identification and or retrieval of cultural materials which originated from the WLRWHA.
- Have any museums or institutions been contacted to determine if they presently hold materials from the WLRWHA.
- What other institutions should be contacted.
- What has been the response.
- Is there any inventory of cultural materials from the WLRWHA being held at museums and other institutions.
- Would the 3TTG like materials returned to the WLRWHA.
- If yes, where would people like this material re-patriated to (ie out on site or in keeping place).
- What are the resources needed to achieve this.

- What are the realistic time frames needed to achieve this.

4) Development activity

- What developments are planned for the WLRWHA.
- What are the protocols with regard to Cultural heritage assessments for future developments.
- Is this meeting legislative requirements and best practices.
- What changes are required to improve this system.
- What levels of involvement would the 3TTG like to have in cultural heritage assessments.

5) Interpretation of Cultural Heritage

- What interpretation materials and programs presently exist within the WLRWHA.
- What input did the 3TTG have in the development of these.
- Are they currently satisfactory to the 3TTG and other stakeholders.
- What changes would the 3TTG like to implement in this regard.
- What changes would other stakeholders like to have in this regard.
- What level of involvement would the 3TTG like to have in achieving these changes.
- What are the realistic time frames and minimum resources required for achieving this.

Keeping Place, Education and Research Centre

1) Previous discussions

- What discussions etc have taken place to date between the key stakeholders, regarding the KPERC.
- Who was involved in these discussions.
- What were the key outcomes.

2) Localities

- Are there any preferred locations for the KPERC.
- Where are these localities.
- What is the land status.
- How much land is involved.

3) Existing Designs

- Are there any preferred design concepts presently in place for the KPERC.
- If yes, who were these plans developed by, and where are there.

4) Functions of KPERC

- What are the key functions / purposes of the KPERC (as identified by 3ttg)
- What are the key functions / purposes of the KPERC (as identified by other key stakeholders)

5) Construction and Operation

- What are the construction requirements for the keeping place to meet the purposes / functions identified above.
- Are there identified budget limits for the construction of the KPERC.
- Are there identified budget limits for the operation of the KPERC.
- How does this compare with the estimated budget for the operation of the KPERC.
- What funding sources are there for the construction and operation of the KPERC.

6) 3TTG Skills

- What skills / positions are required for the construction / operation of the KPERC.
- What skills are there within the 3TTG communities, relevant to the construction of the KPERC.
- What skills are there within the 3TTG communities, relevant to the operation of the KPERC.
- What organisations are there to provide the required training for employment in the KPERC.
- Where does training occur. How much is it. When do programs start and finish.

7) Legislation

- What are the legislative requirements or constraints regarding the construction of the KPERC.
- What are the EIA requirements prior to construction taking place.

8) Timeframes

- What are the identified time frames for the establishment of the KPERC.
- How does this match with the identified time frames for training programs.

Employment and Training Strategy

1) Present operation and management procedures

- What are the management and operational procedures presently in place with regard to employment and training in the WLRWHA.
- What are the problems or issues (positive and negative) presently experienced by 3TTG people in respect to management and operational procedures in employment and training.
- What are the problems or issues presently experienced by the Management Committee and other stakeholders in respect to management and operational procedures in employment and training.

2) Employment

- Are any 3TTG representatives involved in the management or operations of the WLRWHA.
- Are there any 3TTG people employed in associated government organisations.
- Are there any 3TTG people employed in associated private industries.
- Are there identified Indigenous positions for employment in the WLRWHA.
- Are there plans for the development of any identified Indigenous positions for employment in the WLRWHA.
- What are the existing skills present within the 3TTG communities.

3) 3TTG Aspirations

- What presently available employment positions within the WLRWHA would 3TTG people like fill.
- What employment positions in the WLRWHA would 3TTG people like to see being created.
- What commercial enterprises would the 3TTG people like to see developed.
- What skills are required to participate in identified employment positions or commercial enterprises.

4) Training

- Are any 3TTG people presently engaged in training programs.
- If yes, what are these training programs.
- Are these training programs directed towards future employment in the WLRWHA.
- What training schemes are presently available for 3TTG people.
- Are these suitable for future employment in the WLRWHA.
- Do the training schemes meet the aspirations identified for employment by 3TTG people.
- How can 3TTG people access these training programs.
- What funding or assistance is available with regards to 3TTG people accessing training schemes.

NOTES

NOTES

NOTES



***OUR PAST, OUR FUTURE,
THE WILLANDRA***

APPENDIX BI

PLAN OF MANAGEMENT BRIEF



NSW NATIONAL PARKS AND WILDLIFE SERVICE

PROJECT BRIEF

PLAN OF MANAGEMENT

FOR

WILLANDRA LAKES REGION WORLD HERITAGE AREA

THREE TRADITIONAL TRIBAL GROUPS

1. BACKGROUND

In 1968 the cremated remains of an Aboriginal person were discovered eroding from the deflating lunette of Lake Mungo in South West NSW. That discovery triggered a program of archaeological research which dramatically altered our knowledge and perception of Aboriginal occupation of Australia. Eventually the discoveries led to the Mungo grazing property becoming a National Park and, ultimately, the inscription of the Willandra Lakes Region on the World Heritage List for its universal natural and cultural values.

The Paakantji, Mutthi Mutthi and Ngiyampaa traditional tribal groups (3TTG) have been involved in the Willandra Lakes Region World Heritage Area (WLRWHA) planning process since its inscription in 1981. Numerous issues relating to management of the region have been identified and government has taken action to address many of them, especially those relating to pastoral landholders and their land management practices. One result is that each pastoral landholder now has an individual property management plan that identifies individual management aspirations and their relationship to World Heritage Region management needs.

A similar 'individual' style plan of management, which addresses the traditional landholder aspirations, is now also required. Many issues relating to cultural heritage management and cultural sustainability have been identified in the Willandra Plan of Management, but no planning/implementation mechanism has so far been developed which identifies how these may be achieved.

- A prioritised task list for the Elders Council to work to in order to achieve the above, including reference to its responsibilities as identified in the World Heritage Area Plan of Management.

The plan will also document:

- 3.2.1 The views of the key stakeholders.
- 3.2.2 Background information on the rationale and need for the project.
- 3.2.3 Record of the methodology and consultation undertaken during the project.
- 3.2.4 Information on any legislation which may affect or influence the implementation of the plan.
- 3.2.5 Strategies and time lines for implementation of the options presented.

Other project objectives or constraints include

- 3.2.6 The project will be completed by 30 August 2002 and be presented to Willandra Lakes WHA management bodies shortly thereafter.

4. TASKS

4.1 Consultation

- 4.1.1 Using a workshop format, obtain the views of the Mutthi Mutthi, Ngiyampaa and Paakantji traditional tribal groups on their requirements for sustaining and enhancing the management of their Cultural Heritage with regard to the Willandra Lakes Region WHA.
- 4.1.2 Using a workshop format obtain the views of Management Committees and stakeholders of the Willandra Lakes Region WHA on interaction with the Three traditional Tribal Groups for the purpose identified in 4.1.1 above.
- 4.1.3 Obtain the views of other relevant authorities and/or experts, particularly on the requirements that may need to be addressed to develop self sustaining activities within the Willandra Lakes Region WHA.
- 4.1.4 Meet with and exchange ideas/concepts with other Willandra Lakes WHA consultants who may be conducting projects at a similar time.

4.2 Field Inspections

The consultants will familiarise themselves with the Willandra Lakes Region WHA through a tour conducted by the Three Traditional Tribal Groups Elder Council, NSW NPWS Archaeologist, and Executive Officer Willandra Lakes Region WHA.

4.3 Documentation

The consultant will prepare a report and strategic plan which achieves the objectives listed above, and is an appropriate tool to use in subsequent planning and implementation phases. The report will contain, but not be restricted to:

- 4.3.1 Background information which describes the context behind the preparation of the Cultural Heritage Plan;
- 4.3.2 Details and results of all consultation;
- 4.3.3 A clear vision statement for the Willandra Lakes Region Three Traditional tribal Groups;

Consultants are urged to clarify any points of concern with the Project Manager prior to submitting tenders.

7. OTHER REQUIREMENTS

7.1 Insurance

The consultant shall demonstrate they hold current Public Liability Insurance and Professional Indemnity Insurance.

7.2 Occupational Health & Safety

The consultant shall demonstrate a working knowledge of OH&S principles relevant to the project, and shall agree to adhere to these principles for the duration of the project.

7.3 General Conditions

In addition to specific requirements of the functional brief, this project will be governed by the NSW NPWS General Conditions for Contracted Services (Attached).

The NSW NPWS reserves the right to accept any proposal that it believes to be acceptable.

The conferred work is to be completed to the satisfaction of the NSW NPWS and the management bodies of the Willandra Lakes Region World Heritage Area.

Information gathered or study outcomes are to be shared between consultants contracted on Willandra Lakes Region World Heritage Area projects.

The NSW NPWS is the sole owner of study outcomes and no information should be disclosed or used elsewhere without its written permission.

8. SUBMISSION OF DOCUMENTS

8.1 Submission of Documentation

At the conclusion of the project the consultant shall lodge with the Project Manager 6 copies of the final report, one unbound original and a copy of all text and graphics on a CD-ROM in a format compatible with standard NSW NPWS programs.

The consultant will also lodge all documentation associated with the development of the project, consistent with clauses D and E of the NSW NPWS General Conditions for contracted services (Attached).

8.2 Style of Documentation

The final report must be written and presented in a style that can be received by a wide audience, particularly within the 3TTG's. Principles of Plain Language should be adhered to at all times. Clarity of graphics and 'user friendly' strategies and recommendations are required.

A Plain Language Summary is also required for distribution of summary information to a wider audience.

***OUR PAST, OUR FUTURE,
THE WILLANDRA***

APPENDIX BII

**WILLANDRA LAKES WORLD HERITAGE REGION
TRADITIONALLY AFFILIATED ABORIGINAL ISSUES.
CONCERNS AND POLICY**

1995 REPORT

**WILLANDRA LAKES WORLD HERITAGE REGION
TRADITIONALLY AFFILIATED ABORIGINAL
ISSUES, CONCERNS AND POLICY**

**For information and attention of the Willandra Community Management
Council, the Willandra Technical and Scientific Advisory Committee and
Government Agencies**

Prepared by:

**The traditionally affiliated Aboriginal representatives of the Willandra CMC & TSAC in consultation with
local people of traditional tribal affiliation with the Willandra Region**

To Cultural sites by members of the public, i.e. Tourist and Education Groups

Traditionally affiliated Aboriginal groups are concerned about any uncontrolled and unsupervised visitation to cultural sites

Some sites may be used for educational and tourism purposes subject to the following guiding principles.

1. There are no exposed burials at the site
2. There is minimal risk of site disturbance.
3. The number of sites regularly visited is kept to a minimum.
4. Group size is kept to manageable numbers (i.e. approx. 20).
5. Supervision of visitors is maintained at all times.
6. All groups visiting off-park sites are to be accompanied by a local Barkindji, Muthi Muthi or Nyiampaa person who is familiar with World Heritage Region management issues and is endorsed by the traditionally affiliated Aboriginal representatives on Willandra Community Management Committee (CMC) and Willandra Technical and Scientific Advisory Committee (TSAC).
7. All commercial operators are to be approved by the Willandra Barkindji, Muthi Muthi and Nyiampaa Elders.

Code of Conduct for People Visiting Cultural Areas

- An alcohol and substance abuse free zone is required on and near all cultural sites in the Willandra Heritage Region and in the vicinity of the visitor centre and camping areas on Mungo National Park out of respect for heritage and local elders' wishes.
- Clear instructions and information are needed about the fragile nature of sites. These should spell out in simple terms, the do's and don'ts for people visiting sensitive cultural areas.

Anyone who does not comply with these simple rules of conduct shall be asked to leave the Heritage Region.

GOVERNMENT DEPARTMENTS

The following comments are made regarding the operation of departments with responsibility in the Willandra Heritage Region.

National Parks & Wildlife Service

1. Better co-ordination and communication is needed between Buronga and Mungo regarding the operation of Park facilities
2. Improved communication with the three traditionally affiliated Aboriginal groups is needed relating to Park management and tourism. (i.e. the community does not see them enough in order to find out what is going on.)
3. There needs to be recognition by NPWS of information and advice offered by the Willandra CMC and TSAC traditionally affiliated Aboriginal representatives.
4. There needs to be better consultation on general land management issues on National Park areas.
5. All Aboriginal employees are to be of traditionally affiliated Aboriginal affiliation.

CaLM

1. Improved consultation on issues relating to land development is needed with local Tribal community members.
2. Better communication with local communities is needed in regard to departmental functions.
3. Better consultation is needed on general land management issues.

Commonwealth Agencies - i.e. DEST, Australian Heritage Commission

1. There is at present little or no contact with local communities. Improved communication is needed about Commonwealth department functions and operations.
2. They need to be more serious about addressing World Heritage management issues - especially that of realistic funding.
3. Local people are sick of bureaucratic procedures causing slowness of management plan preparation and the effect this is having on all local people.

TRADITIONALLY AFFILIATED ABORIGINAL INVOLVEMENT IN THE WILLANDRA, CMC & TSAC

Method of Appointing Traditionally Affiliated Aboriginal Representatives to CMC & TSAC

Traditionally affiliated Aboriginal representatives on the Willandra CMC and TSAC will be nominated at special community meetings to be organised by each of the Barkindji, Muthi Muthi and Nyiampaa tribal groups.

Each special meeting is to be advertised throughout the whole local Aboriginal community for at least two weeks prior to it then being held.

Advice of nominations resulting from the Community meetings will be forwarded via the Willandra CMC for recognition by the Ministerial Council.

CMC - TSAC Meetings

All members consider that the traditionally affiliated Aboriginal representatives be provided an opportunity to meet the evening before the formal meetings to discuss items of Aboriginal concern for presentation to the CMC and TSAC.

Willandra Barkindji, Muthi Muthi and Nyiampaa Elders Committee

Many local people have suggested that a formally recognised Willandra Elders Committee be formed to provide advice to the Willandra CMC and TSAC through the traditionally affiliated Aboriginal representatives.

The Elders Committee must comprise Barkindji, Muthi Muthi and Nyiampaa elders who are directly linked to the Willandra Lakes Region.

This committee should be provided with an opportunity to meet every three months in order to discuss heritage issues and provide specific advice to the CMC and TSAC representatives and the government agencies responsible for heritage area management and administration.

A young person - in training mode - may accompany the elders.

Two elders from each of the Barkindji, Muthi Muthi and Nyiampaa tribes will need to have formal voting powers on the Committee.

EMPLOYMENT AND TRAINING

Employment

The tribal groups recognise the need for staff to be employed at Mungo National Park in the Willandra World Heritage Region for various management and interpretation functions. They require that only local people with tribal affiliation be employed in these positions.

Traditionally affiliated Aboriginal people from the Barkingji, Muthi Muthi and Nyiampaa tribes request the chance and opportunity to be considered for any positions created for Heritage Area Management. These may relate to either National Park operation or to off-park management of cultural sites (i.e. pest control, etc.).

Employment opportunities for young people is especially needed on a rotational basis to enable each tribal group to share in the management of the heritage region.

Training

Opportunities are needed for training traditionally affiliated Aboriginal people in skills relating to heritage region management and administration:-

- e.g. Fencing
- Site conservation works
- Tourism
- Hospitality
- Park and Cultural Resource Management
- Noxious Plant and Feral Animal Control
- Fieldwork Assistance to Researchers (when approved)
- Community Communication and Extension

Provision of suitable accommodation for trainees and Heritage Area staff will be needed at Mungo National Park

A feasibility study is required to identify future training needs and the degree to which existing Aboriginal training programs can be utilised.

A specialised Willandra Lakes training package needs to be developed for local people.

DEVELOPMENT/EXPANSION OF WORLD HERITAGE AREA INTERPRETATION FACILITIES

Local community members consider:-

1. Mungo National Park and the existing interpretation area is appropriate for provision of interpretation facilities and associated ventures for the entire Heritage Region. It should be maintained as the focal point for visitation.
2. Existing interpretation facilities at Mungo need to be enlarged and expanded to integrate and facilitate the following:-
 - ▶ More informative displays relating to the cultural history and environment of the region.
 - ▶ Specific information about sites which cannot be visited.
 - ▶ A retail sales area for use by local communities to sell artefacts of local manufacture.
 - ▶ A cafe area for provision of light refreshments and traditional foods.
 - ▶ A workshop area to allow local and visiting Aboriginal craftsmen to demonstrate techniques of artefact manufacture.
 - ▶ An audio-visual area specially to cater for specialist groups such as schools and old people
3. Enlarged cooking facilities at Mungo are required to enable large groups to be properly catered for.
4. Erosion/drainage control measures at the Mungo public visitation area on the Walls of China should be implemented.
5. There needs to be better information materials for Aboriginal communities relating to the World Heritage Region.
6. Appointment of a number of traditionally affiliated Aboriginal interpretation staff is needed for the operation of the interpretation centre, co-ordination of site visitation in the World Heritage Region and liaison with Willandra landholders.
7. The existing National Parks visitors' centre and any future centre should only be open to the public whilst under the direct supervision of staff.

8. Security arrangements for cultural material at Mungo National Park needs to be improved. A locked storage area should be constructed which enables access by authorised personnel only, (the present arrangements for artefact storage are unsatisfactory).
9. The research laboratory facility could be incorporated into the interpretation function of the visitor centre (i.e. have a glass wall).
10. Special Willandra education packages need to be developed for schools.

HUMAN REMAINS

Traditionally affiliated Aboriginal groups want all human remains collected from the Willandra to be re-buried at the sites from which they were removed.

This will need:-

1. Instruction from local elders of the Darkindji, Muthi Muthi and Nyianppaa tribes on the procedure for reburial.
2. A letter to the Australian Museum advising it of the local tribal communities intent with respect to return and reburial of Willandra Human Remains.
3. A letter to Allan Thorne requesting that he bring the Human Remains back to Mungo for reburial.
4. A request to landholders to allow the reburial of remains at sites on their properties.

The community recognises the need to develop a procedure to deal with burials that erode from the ground in the future.

The following guidelines for future research will need to be adhered to:-

- a) That any remains do not leave Mungo National Park or the Willandra Lakes World Heritage Region.
- b) That the Tribal elders are present at the time any research is done.
- c) It is recognised that some remains might need to be taken to the Mungo Laboratory for further research such as dating. All remains are to be returned to the place from which they were removed.

ARCHAEOLOGICAL MATERIAL

Traditionally affiliated Aboriginal groups also require the return of all other archaeological materials collected and removed from the Willandra Region. It is considered that the materials would be more appropriately stored in the Mungo Interpretation/Laboratory/Keeping Place.

***OUR PAST, OUR FUTURE,
THE WILLANDRA***

APPENDIX BII

**3TTG PRELIMINARY IDEAS ON KEEPING PLACE
2000 REPORT**

**Keeping Place, Educational and
Research Centre – Preliminary 3
TTG Ideas and Aspirations.**

1. KEEPING PLACE.

7.1 *Do We Want a Keeping Place?*

- Yes
- We want a place to keep the material that has been collected from the Willandra Lakes over the years.

• **A sharing place.**

7.2 *Where?*

- Several options Joulni
Garnpang
Zanci
Pan Ban
- Somewhere between the lodge and the camping ground would be good.
- DL – if built who would own the building?. DW – that would depend on where it was built – that is an issue for a more detailed workshop or discussion, but we can flag here that ideally the 3TTG's would like to have ownership of the facility.

7.3 *What Sort of Keeping Place?*

- The Elders need to see other places for themselves to see what others have done.
- Need to house cultural material already at Mungo
- Need to have an area for display and interpretation
- Need to house cultural material currently held in the Willandra and surrounds
- Need to house cultural material currently held by other institutions, universities and researchers
- Should be a base for the 3TTG's to work from – a base for a WORLD HERITAGE TEAM, a team of World Heritage 'Rangers' who might be cultural rangers and/or educators and/or teachers
- Should be a hands on centre for Elders to be involved - 3TTG people should be VISIBLE.
- Needs to be a properly and professionally administered place.
- Needs to have research facilities for people to work on Willandra material here in the Willandra – hire of facilities.
- Needs to be an EDUCATION Centre. Culture and Language of the 3 TTG's. Needs to be an archival centre as well.
- The building must be sympathetic to the environment it is built in – sympathetic architecture.

***OUR PAST, OUR FUTURE,
THE WILLANDRA***

APPENDIX BIV

DRAFT PROTOCOLS FOR RESEARCH PROJECTS

Draft Protocol

For research projects within the Willandra Lakes Region World Heritage Property (WHP)

The World Heritage Convention establishes requirements to identify, protect, conserve, present and transmit cultural and natural heritage that is of outstanding universal value. It requires the adoption of a general policy to give cultural and natural heritage a function in the life of the community and to integrate the protection of that heritage into comprehensive planning programs. It also requires State Parties to undertake the development of scientific and technical studies and research and to determine and adopt operating methods which protect its natural and cultural heritage.

The Role of the WHP Management Committees:

The CMC (Community Management Council), TSAC (Technical & Scientific Advisory Committee) and EC (Traditional Tribal Groups Elders Council) are part of the community consultative mechanisms established to carry these obligations into effect. Accordingly, the CMC, TSAC and EC seek to encourage, facilitate and promote research within the WHP. Various legislative requirements ensure that all activities within the region do not have an adverse impact of the natural and cultural World Heritage values.

The Role of this Protocol:

This protocol applies to all research projects within the Willandra Lakes Region World Heritage Property including archaeological, historical, geomorphological or biological studies.

This protocol does not replace the need for other permits or approvals, which might be required under other legislation (collecting permits, ethic approvals etc).

Procedure for Initiating Research:

Researchers are required to submit an outline of the research project including aims, methods and proposed schedule, and areas within the Willandra Lakes Region WHP involved including the names of individual pastoral properties. Student researchers should include a formal letter from their academic supervisor providing an assurance of adequate academic supervision of all aspects of the project, and the role of the project in academic and research programs within the Institution.

In the first instance all research proposals should be submitted to the Willandra World Heritage Executive Officer, who, in consultation with relevant member(s) of TSAC, will assess the potential of the project for impacting World Heritage values of the region. The Executive Officer will make initial contacts with landholders and Three Traditional Tribal Groups (3TTGs) representatives and will (within 10 working days) provide advice of approval or inform the applicant of any additional information or action required.

All research projects need written approval from the relevant landholder (or NPWS in the case of the Mungo NP) for the project to proceed. Private landholders will require researchers to demonstrate that they have adequate insurance covering their activities (all tertiary educational institutions normally have adequate and appropriate insurance policies covering fieldwork).

Any research likely to impact on the Indigenous cultural heritage values of the Willandra Lakes Region World Heritage Property will also require written approval from the 3TTGs Elders Council for the project to proceed.

***OUR PAST, OUR FUTURE,
THE WILLANDRA***

APPENDIX BV

**HISTORY OF ARCHAEOLOGICAL RESARCH OF THE
WILLANDRA**

**BY
WILFRED SHAWCROSS**

A History of Scientific Discovery in the Willandra World Heritage Area

How Individuals, Ideas and Institutions have Influenced Discovery at the Willandra

By

Wilfred Shawcross

1 Introduction

The following short review aims to explain how important discoveries have been made in the Willandra. It is frequently said that discovery comes to the prepared mind and this suggests that a fruitful line of explanation may be found in the influences that have preceded the discoveries. Excellent chronicles of the investigations themselves are to be found in Clark, 1987 and Johnston & Clark, 1998.

The Willandra World Heritage Area is exceptional among such sites in having been nominated primarily on grounds of interdisciplinary, scientific discovery, (Australian Heritage Commission, 1980). Many of the best-known sites such as Uluru, the Blue Mountains or the Great Barrier Reef are not chosen for their primary scientific significance although cultural or scientific factors do complement their naturally awesome qualities. Not that the Willandra landscape lacks excitement, but it requires an act of imagination in the visitor.

But what is Science? Dictionary definitions and reviews by scientific writers reveal a pretty general agreement that science is aimed at producing true, or at least reliable, knowledge, that there should be a significant factor of novelty in the knowledge (hence discovery) and that methods are important. To these may be added two insightful definitions, that science is "a consensus of rational opinion over the widest possible field" (Ziman, 1978) and a "sortée into what can be imagined but is not yet known" (Medawar, cited by Perutz, 1989). So science is not some fixed form of knowledge, but is constantly growing and changing through discovery, which is not accidental, but a systematic process driven by *research*.

Certainly the Willandra lake system must have been discovered by Aboriginal people, and indeed, while this review was being prepared, some of the original researchers reported a new date for cultural evidence of nearly 50 000 years ago for close to when that first discovery probably happened (Bowler & al., 2003). Peter Clark, in his *Willandra Lakes World Heritage Area Archaeological Resource Study* of 1987 records that the system of lakes had been identified as such by the engineers of the NSW Water Resources Commission before World War II. Perhaps the engineers also identified the tourist potential of the "Walls of China", for not long after, in 1944 the artist Russell Drysdale was commissioned by the *Sydney Morning Herald* to accompany a journalist out to the region to produce a series of illustrated articles on the severe drought. The journey resulted in the iconic painting "Walls of China", a discovery in how to see the Australian landscape (Dutton, 1981).

2 The Growth of Scientific Research

Australian tertiary education expanded after World War II and followed the American model in encouraging research and graduate education. Ken Inglis tells the remarkable story of how the young lecturer in Ancient History at the University of Melbourne, John Mulvaney, became so sceptical over the lack of concrete evidence for some Ancient History that he went off to study Prehistoric Archaeology at Cambridge (Inglis, 1996). John found himself doing empirical fieldwork as well as reading and in 1952 joined one of his teachers, Charles McBurney in systematically excavating down through 16 metres of stratified deposits in the *Haua Fteah* cave in Libya (McBurney, 1967). (Six years later the writer, also a pupil of McBurney, was to start analysing the thousands of animal bones retrieved on that excavation).

A cave can act as a trap for wind and water transported sediments and the waste from human occupations, which combine to form a stratified sequence. The top levels will contain the most recent occupations, which at *Haua Fiteah* were those of Bedouin herdsman preceded by the Romans, and which extended down below deposits containing Neanderthal remains, back to an estimated 80 000 years ago. The aim of archaeological excavation is to establish association for all of the different kinds of evidence being found. McBurney was a pioneer of a systematic sampling approach, peeling off successive, standardised layers, approximately 300 mm thick, called *spits*, sieving them separately to retrieve the contents, which included charcoal for dating. By drawing sections, the excavator would know where in the sedimentary sequence all the finds and samples came from. The success of this method, linked to radiocarbon sampling, provided John Mulvaney with a research tool.

Radiocarbon dating was to be a key. In many other parts of the World it has been possible to build up a chronology for the last two to four thousand years, because datable goods manufactured in early civilizations with calendars diffused among their neighbours. However, as Australia is an isolated, continent, with little evidence for trade contact with Asian civilizations, the time-scale of Aboriginal culture appeared to float, when compared with that of the Old World. It was John Mulvaney's achievement to establish a stable time-scale, commencing with his dating of the Fromm's Landing rock shelter on the River Murray to 3750 +/- 85 BP (Mulvaney, 1960). John also had a strategy for this research programme, recognising that, as the ancestors of the Aboriginal People themselves were likely to have entered the continent through the north, the earliest occupations of sites should increase northwards.

An event in 1965 had the most profound influence upon discovery in the Willandra. Two superimposed burials were found very deep in the river terrace at Green Gully, close to Keilor, in Melbourne. Mulvaney was asked to excavate the site and he called on the services of a promising young graduate Geomorphologist, Jim Bowler (Bowler, & al. 1967). Each possessed complementary skills, so that Bowler was permanently alerted to the archaeological significance of bones and stone artefacts. This expansion of the scope of Archaeology was taken further by the publication of a review by Rhys Jones. He drew attention to the discoveries being made in North America of the role of hunters and gatherers in the extinction of giant, Pleistocene animals. Might the extinction of the Australian megafauna not also be correlated with the arrival of the ancestors of the Aboriginal People (Jones, 1968)?

3 The National Context for Discovery

In the quarter century following the end of World War II, Australia experienced increasing economic prosperity and developed confidence about its place in the World. The expansion of education policy has been mentioned above and the role of art hinted at. In the humanities there emerged Australian Literature and History as independent fields.

The status of the Aboriginal population received attention as never before. For a century, Aborigines had been marginalized and relegated to near invisibility through a policy of welfare. The Federal Government now took an initiative in funding a conference in 1961, convened by Professor W.E.H. Stanner, the program of which was to assemble expert knowledge, on which a constructive, national policy might be built (Stanner & Sheils, 1963). It is scarcely surprising that one conclusion was how little was really known. Interestingly, the second of the ten review papers was by John Mulvaney, who presciently mapped out the course of Australian Archaeology in the following decade, including predicting that discoveries, such as those made in the Willandra, could happen. He also called for the setting up of a radiocarbon laboratory to service this kind of research (Mulvaney, 1963).

Given the policy of modern governments to avoid funding anything, what is surprising is that the Australian Institute of Aboriginal Studies (now AIATSIS) was so swiftly established to manage and encourage research. An equally speedy response to a need was the establishment of the radiocarbon laboratory at the ANU in 1965 (Polach & Golson, 1966).

There are two further issues that arose in the 1960s, which have a bearing on this review. The idea of "heritage protection" had been raised in 1937 by the Australian Museum Ethnologist, F.D. McCarthy (Bonyhady, 1997) and was now actively revived. South Australia was the first state to introduce

legislation, in 1965 (Edwards, 1970), followed by Queensland in 1967. Though New South Wales only passed its Heritage Act in 1977, it was able to institute a more comprehensive approach to protection and management, through a section within the National Parks and Wildlife Service (now itself being transformed as this chapter is being written). What seems surprising, when the original heritage protection acts are considered, is that no role was seen for the Aboriginal people whose heritage was to be protected. This leads to the final issue in this section. A national referendum was held in 1967 in which the Nation voted overwhelmingly for the transfer of Aboriginal Affairs to the Federal Government (Goodall, 1996), and the state managed system of "missions" was dismantled, permitting Aboriginal People to gain their status as citizens and, presumably, be consulted.

4 Science Reaches the Willandra

In 1966 a Symposium on the Geomorphology and Palaeohydrology of the Riverine Plain was held at Griffith, which led to a project to prepare a special map of the region. One of the map-makers was to be Jim Bowler (Butler & al. 1973). The map is economically very important because it shows a pattern of hidden river channels through which groundwater still flows, yet it is also infuriating because its western margin brutally cuts down through the Willandra Lakes system, so only half defining it. But Jim was given the opportunity to do better than complete the mapping, when he took up a PhD research project at the ANU to investigate the area.

Bowler set out to geologically map the complex of sediments exposed at Mungo. Having access to the ANU radiocarbon laboratory gave him an independent check on his stratigraphy and a means of correlation. It was during this phase of intense fieldwork in late 1968, when he already had an idea of the ages of the strata, that he spotted the significance of "a deposit of burnt carbonate-encrusted bone" (Bowler & al. 1970). The time had come to arrange an inspection by Archaeologists. The resultant group included John Mulvaney, who had introduced him to the implications of bones and stone artefacts, and Rhys Jones, who had identified the significance of any association of culture and megafaunal bone (Jones, 1968). A third Archaeologist was Harry Allen, who was already an expert on the 19th Century Ethnographic records of the region, and was focussing on it for his PhD research. Harry was to be faced with the task of carrying out the first archaeological survey of this daunting locality, in order to match the empirical evidence with the Ethnographic documents (Allen, 1972).

That short field trip had proved to be extraordinarily productive. The better part of ten millennia had been added to Australian Prehistory. The earliest dated human remains in the continent had been found and they are among the oldest, reliable evidence for the cremation rite in the World. The associated subsistence evidence resembled that recorded in 19th century Ethnography rather than the *blitzkrieg* impact of hunter-gatherers on an un-adapted megafauna. The stone artefacts were found to be significantly different from those in later sites and became the type assemblage for the *Australian core tool and scraper tradition* (Bowler & al. 1970).

This first phase of discovery in the Willandra was carried out mostly by researchers on PhD scholarships, while John Mulvaney had extended his north directed transect to Indonesia. So that on the completion of these projects it was necessary to set up a new research programme. By 1972 John Mulvaney was head of a newly established Department of Australian Prehistory while Jim Bowler was a Senior Fellow in Biogeography and Geomorphology. They obtained funding from the AIAS and planned a project to tie up loose ends from the original research and to salvage the evidence exposed by the eroding deposits. It is important to emphasise that they were strongly driven by their knowledge that scientifically priceless, but fragile evidence was being exposed and destroyed by every rainstorm. They invited the writer, who had joined John's department in 1973 after a decade of work in New Zealand, with spells in Africa and Greece, to participate and in the following year co-opted Isabel McBryde, who had also joined the department, after an equivalent career of teaching and research at the University of New England. The project was to be extraordinarily open-ended with the only stipulations that salvage and practical training for students were priorities and that discovery was implicit.

The most pressing salvage project was to work on the extensive scatter of artefacts exposed over an area of several hectares at the southern end of the lunette. Jim Bowler and John Magee prepared a large-scale

geological map of the units, while a grid of 20 m squares was surveyed and pegged over the area, to control the collecting. It was hoped that the age of each artefact would be determined from the unit on which it was found. If this were so, in theory, there would be no need to excavate. But John Robinson's research showed that artefacts were moved by heavy rain and accumulated in small lag deposits, so that stratigraphic association would be seriously blurred (Robinson, 1980).

The writer proposed to examine the stratigraphic distribution of artefacts in the lunette deposits by excavation; how deep might they be found? A second, parallel investigation was to look for evidence for spatial patterning of occupation. Under ideal conditions, with negligible post depositional disturbance, the plans of campsites and activity areas may be preserved and Pleistocene examples have been found from Russia through to Western Europe. The writer had considerable experience of excavating prehistoric Maori open-air sites which, though less than a thousand years old, included an early, coastal fishing and moa hunting camp, covering an area of many hundreds of square metres, that would be analogous to the much older, Aboriginal camps round Lake Mungo.

The excavation was based on McBurney's method, used so successfully by John Mulvaney, but adapted to open a much greater area than was generally excavated in rock shelters. In fact, John Mulvaney directed the first season's excavation and, when combining the Zanci unit and a sounding taken below spit 25, he exposed 5.5 m of deposits and obtained a small radiocarbon sample from artefact bearing deposits, a metre below the "Mungo soil" and just above a beach gravel. The result was a rather breath-taking, greater than 40 000 years, which received widespread media publicity and has long remained in the public memory as a measure of the antiquity of the Aboriginal occupation of the continent. This turned out to be John's last excavation as his career shifted from discovery to a public role. A little remarked implication of this earliest radiocarbon date was that it revealed that occupation at Mungo probably extended beyond the practical limits of radiocarbon dating and that other methods would have to be used in Australia (Shawcross & Kaye, 1980).

The writer opened a second trench without the Zanci overburden, which had proved dangerous. A much larger area was excavated, as had been planned, while much of the stratigraphy was equivalent to that found by John Mulvaney. However, after passing through culturally sterile deposits, a small area of excavation in the final season penetrated a deposit, identified by Bowler as the backslope of a barrier, with organic soils and a small but *in situ* assemblage of artefacts. Bowler calls this Unit B (Bowler, 1998:129). The stratigraphy showed that the artefacts had to be very old, but there was no carbon for dating, and there the matter rested for a quarter of a century.

In the early 1980s there were reports of a promising development in thermoluminescence dating, in which the age of burial of sand grains can be determined through optical stimulation (OSL). Singhvi & al. showed that it was possible to date buried sediments quite comparable to those at Mungo (Singhvi, & al. 1982). It was only when controversy arose over new dates for the Mungo III burial (Thorne, & al., 1999) which, if correct, would demolish Jim Bowler's stratigraphic sequence, that a systematic dating project employing the OSL method was initiated by the World Heritage Area scientific management Committee and the fieldwork carried out in late October 2000. The result of this project was to give an age of 48-50 000 years for the earliest stratified artefacts (Bowler & al., 2003). So, Aboriginal people had "discovered" the Willandra some 50 000 years ago.

The second part of the excavation project, concerned with the search for campsite plan, will only be briefly noted here, as it too involves discovery. At first, the distribution of artefacts in plan seemed to be without form. However, further examination showed an anomaly, between how the artefacts lay and the apparent slope of the deposits; there was a subtle difference in their planes that required explanation. The French Archaeologist, Andre Leroi-Gourhan had found that mapping the connections between stone flakes and the cores from which they were struck (conjoining), in his investigation of the Pleistocene campsite of Pincevent, revealed a great deal about the actual use of the site [or post-depositional processes] (Leroi-Gourhan, & Brezillon, 1972). Here was a research tool that helped to resolve the anomaly at Mungo and the excavated part of the lunette appears to have been a specialised, stone tool-manufacturing area, rather than a camp with multiple activities, such as often seems to have been the case in rock shelters.

5 The Aboriginal Ownership of their Past

This review will conclude with a case of where discovery, in a wider than scientific sense for the Willandra, has arisen from insight. Before joining ANU, Isabel McBryde had completed a pioneering, regional archaeological survey in New England and in the late Sixties embarked on the systematic study of "quarries" and their social mechanisms. Isabel, like John Mulvaney, had started her career as an Ancient Historian, and indeed had then found her way to Cambridge and studied with Charles McBurney. Her historian's faculty focussed on the ethnographic documentation of her field areas, and their traditional communities. It seems no coincidence that it was about the time of the 1967 Referendum (noted above) that Isabel was able to seek out Aboriginal informants and from these contacts there would have arisen respect (for a discussion of this idea in community relations, see Sennett, 2003).

Isabel's study of Archaeology at Cambridge brought her into contact with the conservation movement for ancient sites. A 19th Century law in Britain that had been introduced by the appropriately titled Lord Avebury had become entirely ineffectual in the face of 20th Century development and Isabel was not only an active lobbyist for heritage protection legislation on her return to Australia (see the section on *The National Context for Discovery* above), but shared her concerns as an influential teacher. Chains of influence can be traced between teachers and students and a possible route is that Isabel's teacher at Cambridge, Charles McBurney, had worked as a student on excavation of Maiden Castle by Sir Mortimer Wheeler. Wheeler published a famous introduction to the subject called *Archaeology from the Earth*, which articulates a moral stance (1) "At the best, excavation is destruction..." (2) "[T]he archaeological excavator is not digging up *things*, he is digging up *people*:" (Wheeler, 1956).

These were moral positions that must have resonated with Isabel and with her student, Sharon Sullivan, who was to become the first Head of the Aboriginal and Historic Resources Section of the NPWS of NSW, with the responsibility for creating policy and advising on the drafting of the Act. The influence of Wheeler's first dictum was evident in the operation of the Section; excavation could no longer be the investigation method of first choice, but might only be justified following thorough surface survey.

Wheeler's second dictum was adapted in a special way to Australian circumstances. The Archaeologist was not digging up just people, but the ancestors of Aboriginal people. In 1975 Isabel invited Mrs Alice Kelly, an elder of the Muti Muti people, living at Balranald, to inspect her excavation at Arumpo Long Gully. Mrs Kelly eloquently pointed out that the dramatic, scientific discoveries then being made affected her Aboriginal Heritage. This challenge to academic Archaeology cannot have been a surprise to Isabel, indeed it suggests that she already knew her position on a question that has become central to her career, "who owns the past?" Certainly, by the late Seventies the Aboriginal Heritage Section had acknowledged this in having Aborigines serving on an "Interim Aboriginal Sites Committee" (Sullivan, 1985:152). However, this could not be an entirely satisfactory arrangement in Aboriginal terms, where members would often have to make decisions on other people's "country". A solution came in 1983 when the NSW Land Rights Act established a state-wide system of Local and Regional Land Councils, based on the established, Aboriginal population centres (Goodall, 1996:356).

In 1985, when editing *Who Owns the Past?*, Isabel's position is clear, though she left the strong advocacy for Aboriginal control over their past to Sharon Sullivan. But by 1997, with her campaign for Aboriginal control all but won, Isabel was able to state "As archaeologists have we taken possession of a past that is not ours, and either unwittingly or paternally collaborated in its appropriation as symbol of our national identity? We may consider in this context why it is that Australia's nominations of cultural sites for World Heritage listing under UNESCO'S World Heritage Convention have all been places of outstanding Aboriginal cultural heritage---Kakadu, Uluru and the Willandra Lakes Region---recognition? Appropriation? Or relegation of a dynamic culture and its creators to be seen once more as components of natural history?" (McBryde, 1997:74). In fairness, this challenge cannot be left in the air, though Bowler and Mulvaney, who were after all the nominators of the Willandra, did not answer it. It seems clear from their respective careers that they saw their discoveries as metaphorically recovering the title deeds of the Aboriginal people to their ancient lands, though whether that is paternalism cannot be answered here.

6 Conclusion

The survey confirms the idea that discovery comes to the prepared mind, but it also shows that sometimes that preparation is found in almost chance events buried deeper in the past. For example, the successful cooperation between John Mulvaney and Jim Bowler at Green Gully must have been fundamental to the discoveries that followed in the Willandra.

It is when one looks more closely into the actual nature of discovery that Medawar's definition of science as a "sortée into what can be imagined but is not yet known" reveals its insight. The investigators at Mungo have had to exercise their imaginations greatly, if because so little was known. It has been the writer's experience that the process was long and often lonely and this has probably been a factor in the apparent slowness of progress between the preliminary announcements of discovery and their considered publication. Furthermore, the scientific grounds for nomination are justified, because more discovery can follow. For instance, there is now far more research that could be done on the early barrier deposits containing the earliest dated artefacts.

Finally, the roles of the Willandra discoveries in shaping Australian Heritage management, and in the changing status of the Aboriginal People of southeast Australia, have been sketched. In these cases, the discoveries in the sphere of physical science have interacted with those in the sphere of social science. The former did not determine the outcome of the latter, but their prominence focussed attention on them.

References

- Allen, H.R., 1972: "The Bagundji of the Darling Basin: cereal gatherers in an uncertain environment, *World Archaeology*, 5, 309-22.).
- Australian Heritage Commission, 1980: *Nomination of the Willandra Lakes Region for inclusion in the World Heritage List*, pp. 28.
- Bowler, J.M., D.J., Mulvaney, D.A. Casey, T.A. Darragh, 1967: "Green Gully Burial", *Nature*, 213, 152-4.
- Bowler, J. M., R., Jones, H.R. Allen, and A.G. Thorne, 1970: "Pleistocene Human Remains from Australia: A Living Site and Human Cremation from Lake Mungo", *World Archaeology*, 2, pp. 39-60.
- Bowler, J.M., 1998: "Willandra Lakes revisited: environmental framework for human occupation", in Johnston, H., P., Clark, and J.P., White (eds) 1998: "Willandra Lakes People and Palaeoenvironments" *Archaeology in Oceania*, 33, No. 3, University of Sydney, National Parks and Wildlife, and the Willandra Lakes World Heritage Area Management Council, pp. 120-55.
- Bowler, J.M., H. Johnston, J.M., Olley, J.R. Prescott, R.G. Roberts, F.W. Shawcross, & N.A. Spooner, 2003: "New ages for human occupation and climatic change at Lake Mungo, Australia", *Nature*, 421: 837-840.
- Bonyhady, T and T Griffiths (eds) 1997: *Prehistory to Politics John Mulvaney, the Humanities and the Public Intellectual*, Melbourne University Press, Carlton South, pp 271.
- Bonyhady, T., 1997: "The Stuff of Heritage", in Bonyhady, T. and T. Griffiths (eds) 1997: *Prehistory to Politics John Mulvaney, the Humanities and the Public Intellectual*, Melbourne University Press, Carlton South, pp 144-62.
- Butler, B.E., G. Blackburn, J.M. Bowler, C.R. Lawrence, J.W. Nowell, S. Pels, 1973: *A Geomorphic Map of the Riverine Plain of South-eastern Australia*, Australian National University, Canberra, pp. 39 text and map.
- Clark, P., 1987: "Willandra Lakes World Heritage Area Archaeological Resource Study" A Report Prepared for the NSW Department of Environment and Planning, Sydney and the Western Lands Commission, Sydney, pp 871.
- Dutton, G., 1981: *Russell Drysdale A Biographical and Critical Study*, Angus and Robertson, Sydney, pp. 215.
- Edwards, R., 1970: "Legislation for the Preservation of Aboriginal Relics in South Australia" in McCarthy, F.D., (ed.), 1970: *Aboriginal Antiquities in Australia Their Nature and Preservation*, pp. 159-165.
- Goodall, H., 1996: *Invasion to Embassy Land in Aboriginal Politics In New South Wales, 1770 - 1972*, Allen & Unwin, St Leonards, pp. 421.

- Inglis, K., 1996: "John Mulvaney's Universities" in Bonyhady and Griffiths (eds) *Prehistory to Politics John Mulvaney, the Humanities and the Public Intellectual*, Melbourne University Press, Carlton South, pp. 20-41.
- Johnston, H and P. Clark, 1998: "Willandra Lakes Archaeological Investigations 1968-98" in Johnston, H., P., Clark, and J.P., White (eds) 1998: *Willandra Lakes People and Palaeoenvironments* *Archaeology in Oceania*, Vol., 33, No. 3, University of Sydney, National Parks and Wildlife, and the Willandra Lakes World Heritage Area Management Council, pp. 231.
- Johnston, H., P., Clark and J.P., White (eds) 1998: *Willandra Lakes People and Palaeoenvironments* *Archaeology in Oceania*, 33, No. 3, University of Sydney, National Parks and Wildlife, and the Willandra Lakes World Heritage Area Management Council, pp. 231.
- Jones, R.M., 1968: "The geographical background to the arrival of Man in Australia and Tasmania" *Archaeology and Physical Anthropology in Oceania*, 3: 186-215.
- Leroi-Gourhan, A., et M. Brezillon, 1972: *Fouilles de Pincevent Essai d'analyse ethnographique d'un habitat magdalenien VII^e* supplement a "Gallia Prehistoire", Editions du Centre National de la Recherche Scientifique, Paris, pp. 331.
- McBryde, I., 1997: Past and Present Indivisible? *Archaeology and Society*, *Archaeology in Society in Bonyhady, T and T Griffiths (eds) 1997: Prehistory to Politics John Mulvaney, the Humanities and the Public Intellectual*, Melbourne University Press, Carlton South, pp 271.
- McBurney, C.B.M., 1967: *The Haua Fteah (Cyrenaica) and the Stone Age of the South-East Mediterranean*, Cambridge University Press, Cambridge, pp.387.
- Mulvaney, D. J., 1960: "Archaeological excavations at Fromm's Landing on the lower Murray River" *Proceedings of the Royal Society of Victoria*, 72, 53-85.
- Mulvaney, D. J., 1963: "Prehistory" in Stanner, W.E.H. & H., Sheils (eds), 1963: *Australian Aboriginal Studies A Symposium of Papers Presented at the 1961 Research Conference*, Oxford University Press, Melbourne, pp. 33-51.
- Perutz, M.F., 1989: *Is Science Necessary Essays on Science and Scientists*, Barrie & Jenkins, London, pp. 285.
- Polach, H.A., and J. Golson, 1966: *Collection of Specimens for Radiocarbon Dating and Interpretation of Results*, Australian Institute of Aboriginal Studies, Canberra.
- Robinson, J.G., 1980: "Lake Mungo An Analysis of the Surface Collection", Unpublished MA Thesis, ANU, Canberra.
- Sennett, R., 2003: *Respect The Formation of Character in a World of Inequality*, Allen Lane, London, pp. 288.
- Shawcross, F.W., and M. Kaye, 1980: "Australian Archaeology Implications of Current Interdisciplinary Research", *Interdisciplinary Science Reviews*, 5, no. 2: 112-128.
- Shawcross, F.W., 1998: "Archaeological excavations at Mungo", in Johnston, H., P., Clark and J.P., White (eds) 1998: *Willandra Lakes People and Palaeoenvironments* *Archaeology in Oceania*, 33, No. 3, University of Sydney, National Parks and Wildlife, and the Willandra Lakes World Heritage Area Management Council, pp. 231.
- Singhvi, A.K., Y.P. Sharma, D.P. Agrawal, and R.P. Dhir, 1982: Thermoluminescence dating of sand dunes in Rajasthan, India. *Nature*, 295:313.
- Stanner, W.E.H. & H., Sheils (eds), 1963: *Australian Aboriginal Studies A Symposium of Papers Presented at the 1961 Research Conference*, Oxford University Press, Melbourne, pp. 505.
- Sullivan, S., 1985: "The Custodianship of Aboriginal Sites in Southeastern Australia" in McBryde, I. (Ed.), 1955: *Who Owns the Past?* Papers from the annual symposium of the Australian Academy of the Humanities, Oxford University Press, Melbourne, pp. 139-156.
- Thorne, A., R. Grün, G., Mortimer, N.A. Spooner, M., McCulloch, L. Taylor, & D., Curnoe, 1999: "Australia's Oldest Human Remains: Age of the Lake Mungo 3 Skeleton, *J. Hum. Evol.*, 36: 591-612.
- Wheeler, M., 1956: *Archaeology from the Earth*, Penguin Books, Harmondsworth, pp. 252.
- Ziman, J., 1978: *Reliable Knowledge, An exploration of the grounds for belief in science*, Cambridge University Press, Cambridge, pp. 197.

***OUR PAST, OUR FUTURE,
THE WILLANDRA***

APPENDIX BVI

**SUGGESTED DRAFT OPERATIONAL PROTOCOLS
FOR
EDUCATION, INTERPRETATION AND RESEARCH ACTIVITIES
WITHIN THE WLRWHA**

3TTG ELDERS COUNCIL

Draft Sample
Operational Protocols for Education, Interpretation and Research activities within the
Willandra Lake Region World Heritage Area
Three Traditional Tribal Group Elders Council

The World Heritage Convention establishes requirements to identify, protect, conserve, present and transmit cultural and natural heritage that is of outstanding universal value. It requires the adoption of a general policy to give cultural and natural heritage a function in the life of the community and to integrate the protection of that heritage into comprehensive planning programs. It also requires State Parties to undertake the development of scientific and technical studies and research and to determine and adopt operating methods, which protect its natural and cultural heritage.

The Role of the Willandra Lakes Region World Heritage Area Management Committees:

The CMC (Community Management Council), TSAC (Technical and Scientific Advisory Committee) and EC (Traditional Tribal Groups Elders Council) are part of the community consultative mechanisms established to carry these obligations into effect. Accordingly, the CMC, TSAC, and EC seek to encourage, facilitate and promote research and heritage interpretation and education activities within the WHA (World Heritage Area).

The Role of this Protocol

This protocol applies to all education interpretation and research projects within the Willandra Lakes Region World Heritage Area including archaeological, historical, geomorphological or biological studies.

This protocol does not replace the need for other permits or approvals, which might be required under other legislation (collecting permits, ethic approvals etc.).

Procedure for Initiating Activities

Researchers and people interested in the production of cultural heritage interpretation and/or education materials are required to submit an outline of their project including: aims, methods, proposed schedule, geographic areas of interest (including the names of any pastoral properties involved), and, if relevant, the particular area of cultural and/or natural heritage that is to be covered by the project. Details of proposed use, audience and dissemination of reports and/or materials must also be provided.

In the first instance all proposals should be submitted to the Willandra World Heritage Area Executive Officer who will provide a copy of the application to the Three Traditional Tribal Group Elders Council within one week of submission. A meeting between the applicant, (first half of meeting only) Elders Council and appropriate representatives of TSAC, CMC, and/or DEC will be arranged by the Executive Officer. The Executive Officer will also make initial contact with any landholders involved and will, ensure provision to the applicant of written advice of approval, rejection or advice of any further information or action required. Successful applicants will be required to sign a Researchers Agreement / Memorandum of Understanding which clearly details what they can and can't do regarding publication and dissemination of Willandra Cultural Heritage Information.

All projects need written approval from the relevant landholder (or DEC in the case of the Mungo National Park) for the project to proceed. Landholders will require researchers to demonstrate that they have adequate insurance covering their activities.

As most projects have the potential to impact on the cultural heritage values of the Three Traditional Tribal Groups all projects require written approval from the 3TTG Elders Council for

the project to proceed. This written approval will usually accompany the letter from CMC that advises applicants of the outcome of their application.

The Chairperson of CMC will provide official notification of approval for projects. The Executive Officer will maintain a log of project applications with any necessary annotations (eg. whether approval was granted).

Timeframes

The CMC, TSAC and the 3TTG Elders Council meet 3 - 4 times per year. The Executive Officer is employed full time in the administration of the WHA and will deal with applications as they arise. Projects with minimal impact on Natural and/or Cultural World Heritage Values will be processed promptly. Projects with potentially significant impact on Natural and/or Cultural World Heritage values may require discussion at committee meetings and a minimum time frame of 3 - 4 months for granting of approval.

Conduct of Research

This protocol expects all project workers to act respectfully towards the Aboriginal and archaeological heritage of the WHA and the rights, equipment and facilities of the landholders. Any changes to the original submission that become necessary during the conduct of the research or material preparation must be reported to the Executive Officer and approval obtained before the changes are executed. The Executive Officer will advise the Elders Council and other management groups and a decision made as to the need for a supplementary submission and further official approval.

Reporting

AT the conclusion of a project or at agreed stages within long projects, researchers and those involved in the preparation of interpretive and educational material need to provide a short plain English report to the CMC. Copies of this report will also be available to the 3TTG and landholders on request. Following conclusion of a project copies of published results and/or materials must be provided to CMC.

In preparing material for publication and for any release of information, researchers and those involved in the preparation of interpretive and educational material should be sensitive to the traditions and beliefs of the Three Traditional Tribal Groups. In particular they should be aware of the potential to cause offence through the inappropriate use of images, the release of culturally sensitive information and speculation concerning ancestry and relatedness of past and present Indigenous people.

Dissemination of Result and/or Materials

Dissemination and use of results, reports, and educational and interpretive materials must be as outlined in the original submission. Any variance from the original submission must be submitted for written approval from the Chair of the CMC and representatives of the Elders Council. Researchers and others carrying out projects should refer to the terms of their contract to ensure protocols are not broken.

Contacts

Executive Officer: Mr Michael Westaway
C/- DEC
P.O.Box 318
BURONGA NSW 2739



NSW NATIONAL PARKS AND WILDLIFE SERVICE

PROJECT BRIEF

EMPLOYMENT STRATEGY

FOR

**WILLANDRA LAKES REGION WORLD HERITAGE AREA
THREE TRADITIONAL TRIBAL GROUPS**

1. BACKGROUND

In 1968 the cremated remains of an Aboriginal person were discovered eroding from the deflating lunette of Lake Mungo in South West NSW. That discovery triggered a program of archaeological research which dramatically altered our knowledge and perception of Aboriginal occupation of Australia. Eventually the discoveries led to the Mungo grazing property becoming a National Park and, ultimately, the inscription of the Willandra Lakes Region on the World Heritage List for cultural and natural values.

The Paakantji, Mutthi Mutthi and Ngiyampaa traditional tribal groups, known as the Three Traditional Tribal Groups (3TTG), have been involved in the Willandra Lakes Region World Heritage Area (WLRWHA) planning process since its inscription in 1981. Numerous issues relating to management of the region have been identified and action taken by government to address many of them.

One issue of ongoing importance to the 3TTG is that of employment of 3TTG affiliated people in the WLRWHA, either directly in management, or in associated industries and enterprises. While there have been improvements in recent years, a strategic approach is required to identify and prioritise actions to assist the establishment of long term employment opportunities for the 3TTG.

The need for a 3TTG Employment Strategy is regarded as a high priority by the WLRWHA Three Traditional Tribal Groups Elders Council (3 TTG Elders Council), the WLRWHA Technical and Scientific Advisory Committee (TSAC) and the WLRWHA Community Management Council (CMC).

The primary aim of this project is to develop an employment strategy for the 3TTG which achieves the following broad objectives:

- Identify, both through industry research and stakeholder consultation, opportunities for employment of 3TTG people in any body or capacity related to the WLRWHA.

- 5.4 Submission of a final report by Friday 30 August 2002. The consultant will be required to make a final presentation to Willandra Lakes WHA management bodies shortly after that date.
- 5.5 Formal progress reports **must be submitted** on a monthly basis. These will compare actual progress against the program of works proposed in the tender document. Monthly project reports may be brief, ranging from several paragraphs (during months of little activity) to a maximum of two pages.
- 5.6 Any other milestones agreed upon by both parties and specified in the contract (to be developed).

6. BUDGET

An indicative upper limiting budget for this project is **\$30,000**. Tender documents must clearly outline allocation of expenditure, payment schedules (according to deliverables).

Consultants are urged to clarify any points of concern with the Project Manager prior to submitting tenders.

7. OTHER REQUIREMENTS

7.1 Insurance

The consultant shall demonstrate they hold current Public Liability Insurance and Professional Indemnity Insurance.

7.2 Occupational Health & Safety

The consultant shall demonstrate a working knowledge of OH&S principles relevant to the project, and shall agree to adhere to these principles for the duration of the project.

7.3 General Conditions

In addition to specific requirements of the functional brief, this project will be governed by the NSW NPWS General Conditions for Contracted Services (Attached).

The NSW NPWS reserves the right to accept any proposal that it believes to be acceptable.

The conferred work is to be completed to the satisfaction of the NSW NPWS and the management bodies of the Willandra Lakes Region World Heritage Area.

Information gathered or study outcomes are to be shared between consultants contracted on Willandra Lakes Region World Heritage Area projects.

The NSW NPWS is the sole owner of study outcomes and no information should be disclosed or used elsewhere without its written permission.

8. SUBMISSION OF DOCUMENTS

8.1 Submission of Documentation

At the conclusion of the project the consultant shall lodge with the Project Manager 6 copies of the final report, one unbound original and an electronic version of all text and graphics on CD-ROM.

The consultant will also lodge all documentation associated with the development of the project, consistent with clauses D and E of the NSW NPWS General Conditions for contracted services (Attached).

8.2 Style of Documentation

The final report must be written and presented in a style that can be received by a wide audience, particularly within the 3TTG's. Principles of Plain Language should be adhered to at all times. Clarity of graphics and 'user friendly' strategies and recommendations are required.

A Plain Language Summary is also required for distribution of summary information to a wider audience.

8.3 Submission of Tender

In addition to addressing the requirements noted above consultants are requested to concisely highlight:

- the organisation(s) proposed to complete the investigations;
- the skill-base, with specific reference to the project brief. A project manager and the proportion of time allocated to key staff must be identified;
- a clear indication of the availability of staff to complete each investigation within the designated time-frames;
- previous experience, with specific reference to the consultancy brief;
- the proposed methodology for the project;
- a program of work which includes the timing of key elements;
- detailed allocation of expenditure; and,
- a proposed payment schedule based on specific deliverable's.

Consultants may also wish to highlight any limitations they believe may be contained within the consultancy brief. Accordingly, the consultant must identify any preconditions or limitations on the proponent's capacity to undertake the project. Additional information and input expected from NSW NPWS or any other management body or stakeholder must be outlined in the tender document.

The bidder will supply nine copies of the tender documentation, at least one of which will be unbound.

All must be lodged in the tender box marked "Tenders: Willandra Lakes Region World Heritage Area Projects" at the Lower Darling Area office of the NSW NPWS on the corner of Sturt Highway and Melaleuca Street no later 4.30pm on Friday 26 April 2002.

Tenders posted should be clearly marked TENDER - WLRWHA PROJECTS and be mailed to:

The Executive Officer
Willandra Lakes Region WHA
C/-NSW NPWS
Lower Darling Area
PO Box 318
BURONGA NSW 2739

**Tenders sent elsewhere or by facsimile will not be accepted.
The NSW NPWS is not bound to accept the lowest or any tender.**

***OUR PAST, OUR FUTURE,
THE WILLANDRA***

APPENDIX DI

FEASIBILITY STUDY PROJECT BRIEF



NSW NATIONAL PARKS AND WILDLIFE SERVICE

PROJECT BRIEF

FEASIBILITY STUDY

FOR

WILLANDRA LAKES REGION WORLD HERITAGE AREA

KEEPING PLACE, EDUCATIONAL AND RESEARCH CENTRE

1. BACKGROUND

In 1968 the cremated remains of an Aboriginal person were discovered eroding from the deflating lunette of Lake Mungo in South West NSW. That discovery triggered a program of archaeological research which drastically altered our knowledge and perception of Aboriginal occupation of Australia. Eventually the discoveries led to the Mungo grazing property becoming a National Park and, ultimately, the inscription of the Willandra Lakes Region on the World Heritage List.

During earlier research phases in the Willandra Lakes, researchers amassed a considerable assemblage of cultural material and human remains. The assemblage included stone artefacts, charcoal, shell, and animal bones, and the remains of in excess of 140 people. The remains were in varying states of preservation, and many were only partial or fragmentary).

The Three Traditional Tribal Groups (3TTG) of the Willandra Lakes (Paakantji, Mutthi Mutthi and Ngiyampaa) have always maintained their cultural material, including the remains of their ancestors, belongs at the Willandra Lakes. As Aboriginal people have developed a greater voice on heritage issues and greater ownership and control of their material cultural heritage, the establishment of a facility to provide a secure repository for ex-situ cultural material has become more of a priority.

There are also obligations under Article 5 of the World Heritage Convention to give cultural and natural heritage a function in the life of the community and to integrate the protection of that heritage into comprehensive planning programs. By keeping cultural material belonging to the Three Traditional Tribal Groups of the Willandra Lakes close to the site in a secure

repository, the heritage will continue to have a function in the life of the Indigenous community and will be protected by preventing dispersion of the collection.

A Plan of Management has been prepared for the Willandra Lakes Region World Heritage Area and the establishment of a Keeping Place, Educational and Research Centre is a high priority and long term vision of that plan (included in strategies 33.1, 43.6, and 43.7). Its establishment has been strongly endorsed at Community Management Council (CMC) meetings.

This project will investigate the details and options on proposed functions, costings, administration and location of such a centre through the development of a feasibility study. The study will place an emphasis on the opinions of the 3TTG.

Preparation of the proposed Feasibility Study will involve close consultation with the Willandra Lakes Region 3TTG. In preparing a submission to undertake this project prospective consultants must demonstrate ability and experience in communicating effectively with Aboriginal people. Consultants able to provide positive testimonials from Aboriginal groups with whom they have previously worked will be highly regarded.

2. STUDY AREA

The study will centre on the Willandra Lakes Region World Heritage Area as the place of origin for the materials to be housed in the Keeping Place and as the most likely region for its location (Attachment 1). It will take into account in general terms the traditional boundaries of the 3TTG. The project may require travel within these areas.

The project may also necessitate travel to and/or consultation with institutions that hold material from the Willandra Lakes and individual researchers who have worked in the Willandra Lakes since 1968. Institutions include, but may not be restricted to, the Australian Museum, the Australian National University, the Museum of Victoria, the South Australian Museum.

3. PROJECT CHARTER

3.1 Project Statement

Prepare a feasibility study for the establishment and operation of a Keeping Place, Educational and Research Centre (KPERC).

3.2 Objectives

At the completion of this project the Willandra Lakes Region World Heritage Area CMC will have a feasibility study which will provide the following:

- 3.2.1 The views of the key stakeholders. ✓
- 3.2.2 Background information on the rationale and need for the project. ✓
- 3.2.3 Background case studies of successes or challenges in Keeping Place establishment and usage in Australia. ✓
- 3.2.4 Record of the methodology and consultation undertaken during the project. ✓

- 3.2.5 Information on the legislative framework which may affect the establishment and/or operation of such a centre.
- 3.2.6 A clear and concise vision for the centre. ✓
- 3.2.7 Options for the general architecture of such a centre (including concept site / landscape plans).
- 3.2.8 Options for the administration of such a centre. ✓
- 3.2.9 Options for the functions of such a centre. ✓
- 3.2.10 A financial impact statement for the establishment of the proposed KPERC. ✓
- 3.2.11 A financial impact statement for the ongoing operation of the proposed KPERC. ✓
- 3.2.12 An annotated list of the skills required to manage and operate the proposed KPERC
- 3.2.13 A list of possible funding sources to implement the establishment of the KPERC and to assist its ongoing operation. ✓
- 3.2.14 A list of organisations able to provide advice, training and other support to staff and management of the proposed KPERC. ✓
- 3.2.15 Strategies and time lines for implementation of establishment phases.
- 3.2.16 Other such documentation as deemed necessary by the consultant.

Other project objectives or constraints include .

- 3.2.17 The project will be completed by Friday 30 August 2002 and the consultant will be required to make a final presentation to Willandra Lakes WHA management bodies shortly after that date.
- 3.2.18 The consultant will obtain all relevant permissions to enter property for the purposes of the project.

4. TASKS

4.1 Consultation

- 4.1.1 Obtain the views of the Mutthi Mutthi, Ngiyampaa and Paakantji traditional tribal groups on the purpose, location, establishment and administration of the KPERC. This should be done both on an individual tribal basis, and on a joint basis, using a workshop format.
- 4.1.2 Using a workshop format obtain the views of Management Committees and stakeholders of the Willandra Lakes Region WHA on the purpose, location, establishment and administration of the KPERC.
- 4.1.3 Obtain the views of other relevant authorities and/or experts on the operation of the KPERC, particularly on the archival requirements of a Keeping Place to house the range of materials from the Willandra Lakes.
- 4.1.4 Meet with and exchange ideas/concepts with other Willandra Lakes WHA consultants who may be conducting projects at a similar time.

4.2 Field Inspections

- 4.2.1 Briefly inspect relevant localities identified by Willandra Lakes Region WHA stakeholders as areas integral to the proposed KPERC.
- 4.2.2 Where necessary, visit institutions/individuals holding cultural materials from the Willandra Lakes to assist in determining conservation requirements.

4.3 Documentation

The consultant will prepare a report which achieves the objectives listed above, and is an appropriate tool to use in subsequent planning and implementation phases. The report will contain, but not be restricted to:

- 4.3.1 Background documentation, including relevant case studies, which describes the context behind the establishment of the KPERC. ✓
- 4.3.2 Details and results of all consultation. ✓
- 4.3.3 A clear vision statement for the Willandra Lakes Region WHA KPERC. ✓
- 4.3.4 Requirements and specifications for storage of all cultural remains already collected. ✓
- 4.3.5 Concept layouts / floor plans / section views of the proposed KPERC. ✓
- 4.3.6 Relevant maps, photographs, concept plans and any other visual media to illustrate and inform the feasibility study.
- 4.3.7 Indicative costings for construction of the KPERC (including basis for arriving at the costing/s). ✓
- 4.3.8 Indicative separate costings for operation of each area of the KPERC, including salary costs – ie. operation of the Keeping Place, operation of the Educational facility, operation of the Research Centre. Indicate role and scope of volunteer services in management. ✓
- 4.3.9 An annotated review of the skills required to manage and operate the proposed KPERC.
- 4.3.10 An annotated list of possible funding sources to implement the establishment of the KPERC and to assist its ongoing operation. ✓
- 4.3.11 A list of organisations able to provide advice, training and other support to staff and management of the proposed KPERC. ✓
- 4.3.12 A list of environmental impact requirements or legislative approvals/permits required at local, state and federal levels
- 4.3.13 A strategic plan and indicative timeline for the establishment of the KPERC

5. TIMING

During the execution of this project, the following milestones will be observed:

- 5.1 Submission of proposals and tender documents to the NSW NPWS Lower Darling office by 4.30pm on Friday 26 April 2002.
- 5.2 Commencement of project by a date to be agreed upon by both parties and specified in the contract (to be developed).
- 5.3 Submission of a draft report for comment by a date to be agreed upon by both parties and specified in the contract (to be developed).
- 5.4 Submission of a final report by Friday 30 August 2002 and final presentation to Willandra Lakes WHA management bodies shortly after that date.
- 5.5 Formal progress reports **must be submitted** on a monthly basis. These will compare actual progress against the program of works proposed in the tender document. Monthly project reports may be brief, ranging from several paragraphs (during months of little activity) to a maximum of two pages.
- 5.6 Any other milestones agreed upon by both parties and specified in the contract (to be developed).

6. BUDGET

An indicative upper limiting budget for the consultancy fee for this project is **\$15,000**. Tender documents must clearly outline allocation of expenditure, payment schedules (according to deliverables).

Consultants are urged to clarify any points of concern with the Project Manager prior to submitting tenders.

7. OTHER REQUIREMENTS

7.1 Insurance

The consultant shall demonstrate they hold current Public Liability Insurance and Professional Indemnity Insurance.

7.2 Occupational Health & Safety

The consultant shall demonstrate a working knowledge of OH&S principles relevant to the project, and shall agree to adhere to these principles for the duration of the project.

7.3 General Conditions

In addition to specific requirements of the functional brief, this project will be governed by the NSW NPWS General Conditions for Contracted Services (Attached).

The NSW NPWS reserves the right to accept any proposal that it believes to be acceptable.

The conferred work is to be completed to the satisfaction of the NSW NPWS and the management bodies of the Willandra Lakes Region World Heritage Area.

Information gathered or study outcomes are to be shared between consultants contracted on Willandra Lakes Region World Heritage Area projects.

The NSW NPWS is the sole owner of study outcomes and no information should be disclosed or used elsewhere without its written permission.

8. SUBMISSION OF DOCUMENTS

8.1 Submission of Documentation

At the conclusion of the project the consultant shall lodge with the Project Manager 6 copies of the final report, one unbound original and a copy of all text and graphics on CD-ROM in a format compatible with standard NSW NPWS programs.

The consultant will also lodge all documentation associated with the development of the project, consistent with clauses D and E of the NSW NPWS General Conditions for contracted services (Attached).

8.2 Style of Documentation

The final report must be written and presented in a style that can be received by a wide audience, particularly within the 3TTG. Principles of Plain Language should be adhered to at all times. Clarity of graphics and 'user friendly' strategies and recommendations are required.

A Plain Language Summary is also required for distribution of summary information to a wider audience.

8.3 Submission of Tender

In addition to addressing the requirements noted above consultants are requested to concisely highlight:

- the organisation(s) proposed to complete the investigations;
- the skill-base, with specific reference to the project brief. A project manager and the proportion of time allocated to key staff must be identified;
- a clear indication of the availability of staff to complete each investigation within the designated time-frames;
- previous experience, with specific reference to the consultancy brief;
- the proposed methodology for the project;
- a program of work which includes the timing of key elements;
- detailed allocation of expenditure; and,
- a proposed payment schedule based on specific deliverable's.

Consultants may also wish to highlight any limitations they believe may be contained within the consultancy brief. Accordingly, the consultant must identify any preconditions or limitations on the proponent's capacity to undertake the project. Additional information and input expected from NSW NPWS or any other management body or stakeholder must be outlined in the tender document.

The bidder will supply nine copies of the tender documentation, at least one of which will be unbound.

All tenders must be lodged in the tender box marked "Tenders: Willandra Lakes Region World Heritage Area Projects" at the Lower Darling Area office of the NSW NPWS on the corner of Sturt Highway and Melaleuca Street no later than 4.30pm on Friday 26 April 2002.

Tenders posted should be clearly marked TENDER – WLRWHA PROJECTS and be mailed to:

The Executive Officer
Willandra Lakes Region WHA
C/-NSW NPWS
Lower Darling Area
PO Box 318
BURONGA NSW 2739

**Tenders sent elsewhere or by facsimile will not be accepted.
The NSW NPWS is not bound to accept the lowest or any tender.**

***OUR PAST, OUR FUTURE,
THE WILLANDRA***

APPENDIX DII

DISCUSSIONS WITH MUSEUMS

SUMMARIES

Institutions Consulted Regarding WRWHA Cultural Material	Discussion Results	Recommendations
Australian Museum (AM)	Hold 76 boxes of artefacts from Willandra. AM is happy to consult with the 3TTG regarding repatriation issues if there is a safe / keeping place for the material to be taken to. The AM are happy for the 3TTG to contact them and discuss the issue at any time.	During future 3TTG planning of the KPERC, discussions with AM should be restarted. Possible 3TTG delegation or appointed consultant to visit the museum to consult when timing is appropriate.
National Museum of Australia (NMA)	There appears to be no specific Cultural material or human remains from the WRWHA held at the NMA although there is material belonging to the 3TTG groups from outside the World Heritage Area. The NMA is happy to meet with the 3TTG to discuss repatriation issues.	During future 3TTG planning of the KPERC, discussions with NMA should be restarted if 3TTG want materials repatriated to the KPERC. Possible 3TTG delegation or appointed consultant to visit the museum to consult when timing is appropriate.
South Australia Museum (SAM)	SAM holds a lot of cultural material from 'country' belonging to the 3TTG but not specifically within the WLRWHA. The museum is happy to consult with the 3TTG regarding repatriation issues if there is a safe / keeping place for the material to be taken to.	During future 3TTG planning of the KPERC, discussions with SAM should be restarted. Possible 3TTG delegation or appointed consultant to visit the museum to consult when timing is appropriate.
Museum of Victoria(MV)	The museum holds quite a lot of cultural material from the WLRWHA or surrounds, including skeletal material. There are numerous old boxes of cultural material in the archives needing curation.	During future 3TTG planning of the KPERC, discussions with MV should be restarted. Possible 3TTG delegation or appointed consultant to visit the museum to consult when timing is appropriate.

THE BUILDING IS DIVIDED INTO TWO PARTS. ONE FOR KEEPING, RESEARCH AND ADMINISTRATION. THE OTHER FOR EDUCATION AND TOURISM

EXHIBITION COURT IS THE CENTRE OF THE BUILDING AND IS AN IMPORTANT LINK BETWEEN THE TWO WINGS OF THE COMPLEX.

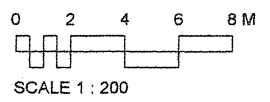
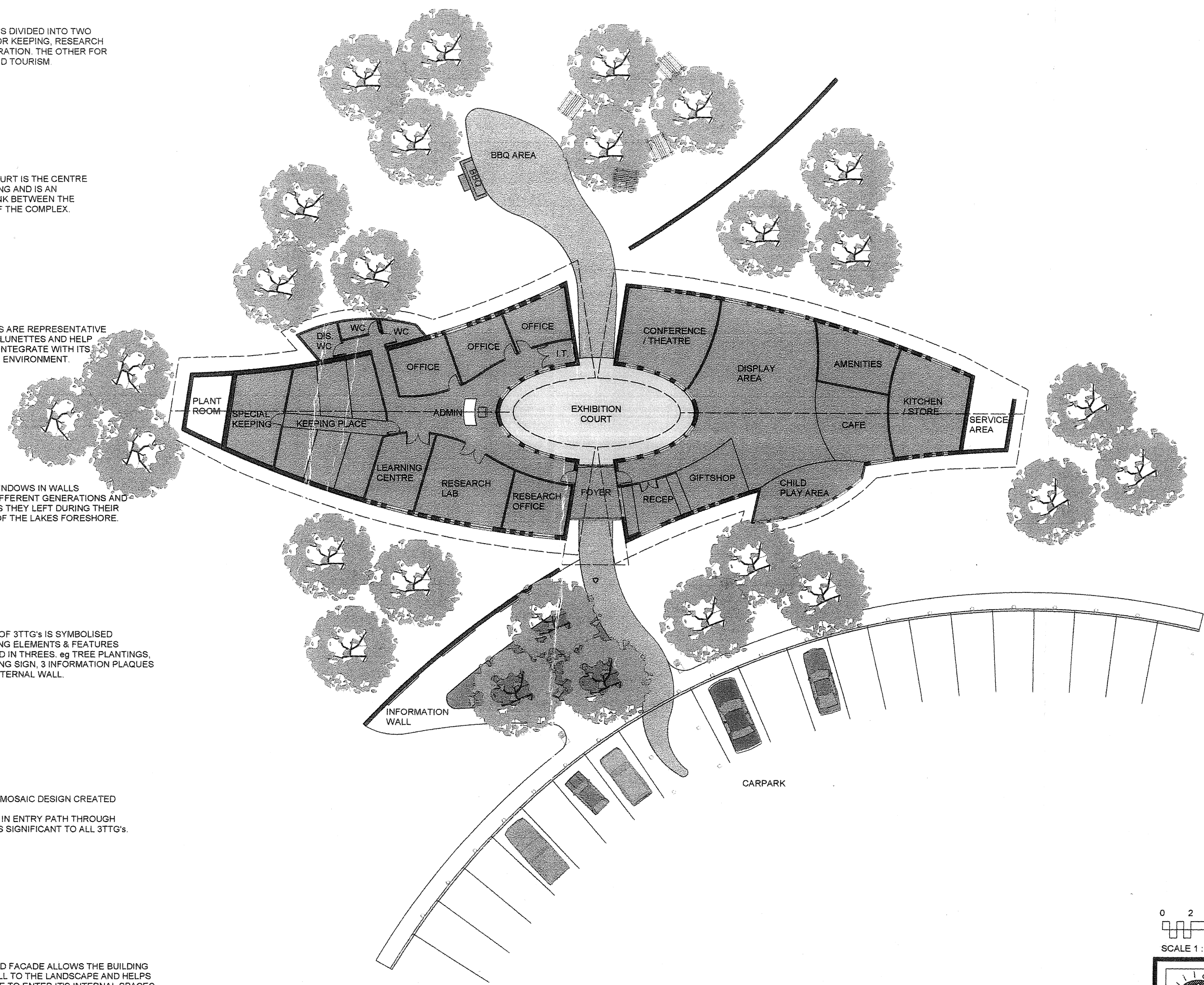
CURVED WALLS ARE REPRESENTATIVE OF THE LAKES LUNETTES AND HELP THE BUILDING INTEGRATE WITH ITS SURROUNDING ENVIRONMENT.

SCATTERED WINDOWS IN WALLS REPRESENT DIFFERENT GENERATIONS AND THE ARTIFACTS THEY LEFT DURING THEIR OCCUPATION OF THE LAKES FORESHORE.

PARTNERSHIP OF 3TTG's IS SYMBOLISED BY LANDSCAPING ELEMENTS & FEATURES BEING CREATED IN THREES. eg TREE PLANTINGS, 3 SIDED BUILDING SIGN, 3 INFORMATION PLAQUES ON CURVED EXTERNAL WALL.

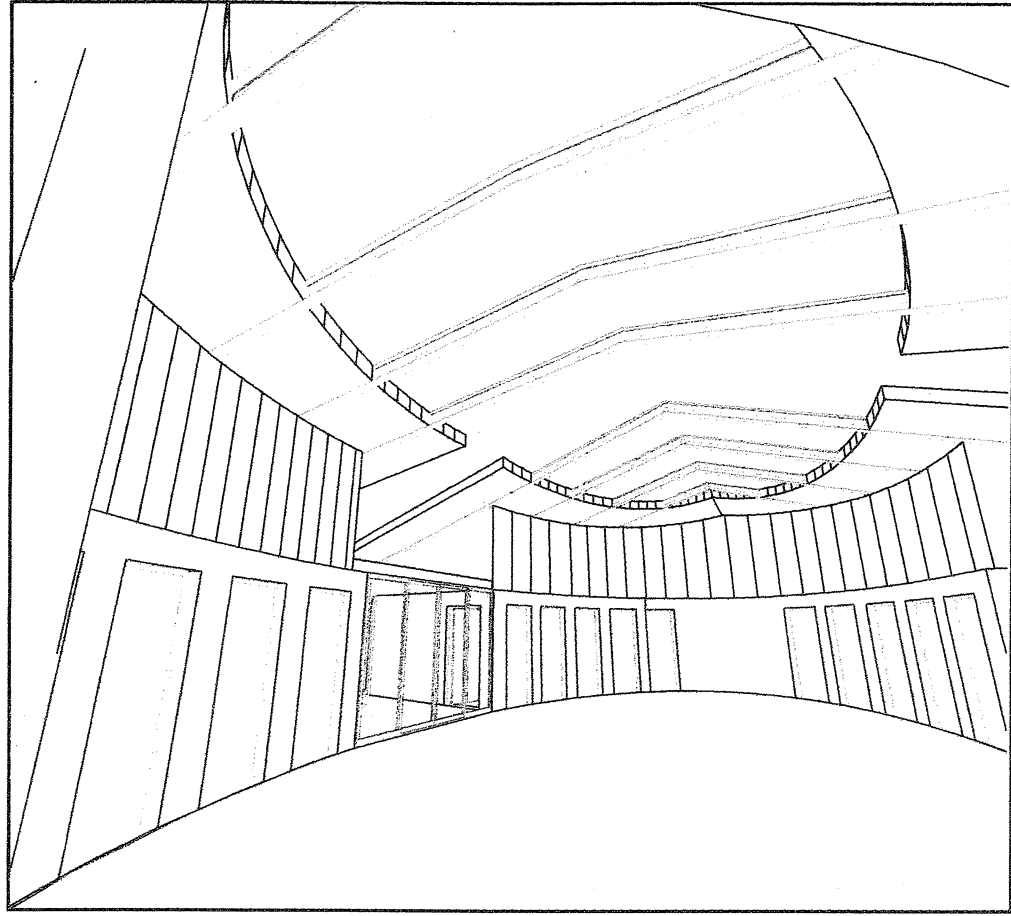
PATH TO HAVE MOSAIC DESIGN CREATED BY THE 3TTG's. SNAKE DESIGN IN ENTRY PATH THROUGH TO BBQ AREA IS SIGNIFICANT TO ALL 3TTG's.

THE ELONGATED FACADE ALLOWS THE BUILDING TO RELATE WELL TO THE LANDSCAPE AND HELPS THE LANDSCAPE TO ENTER ITS INTERNAL SPACES.

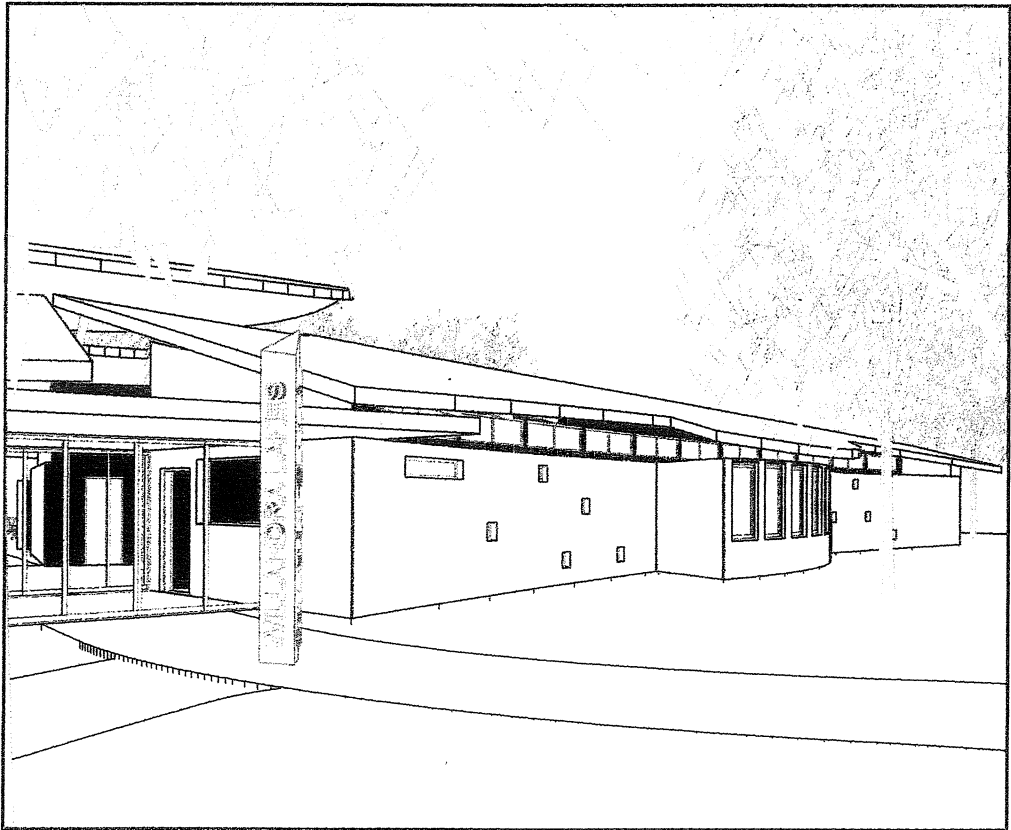


 Willandra Lakes Region World Heritage Area

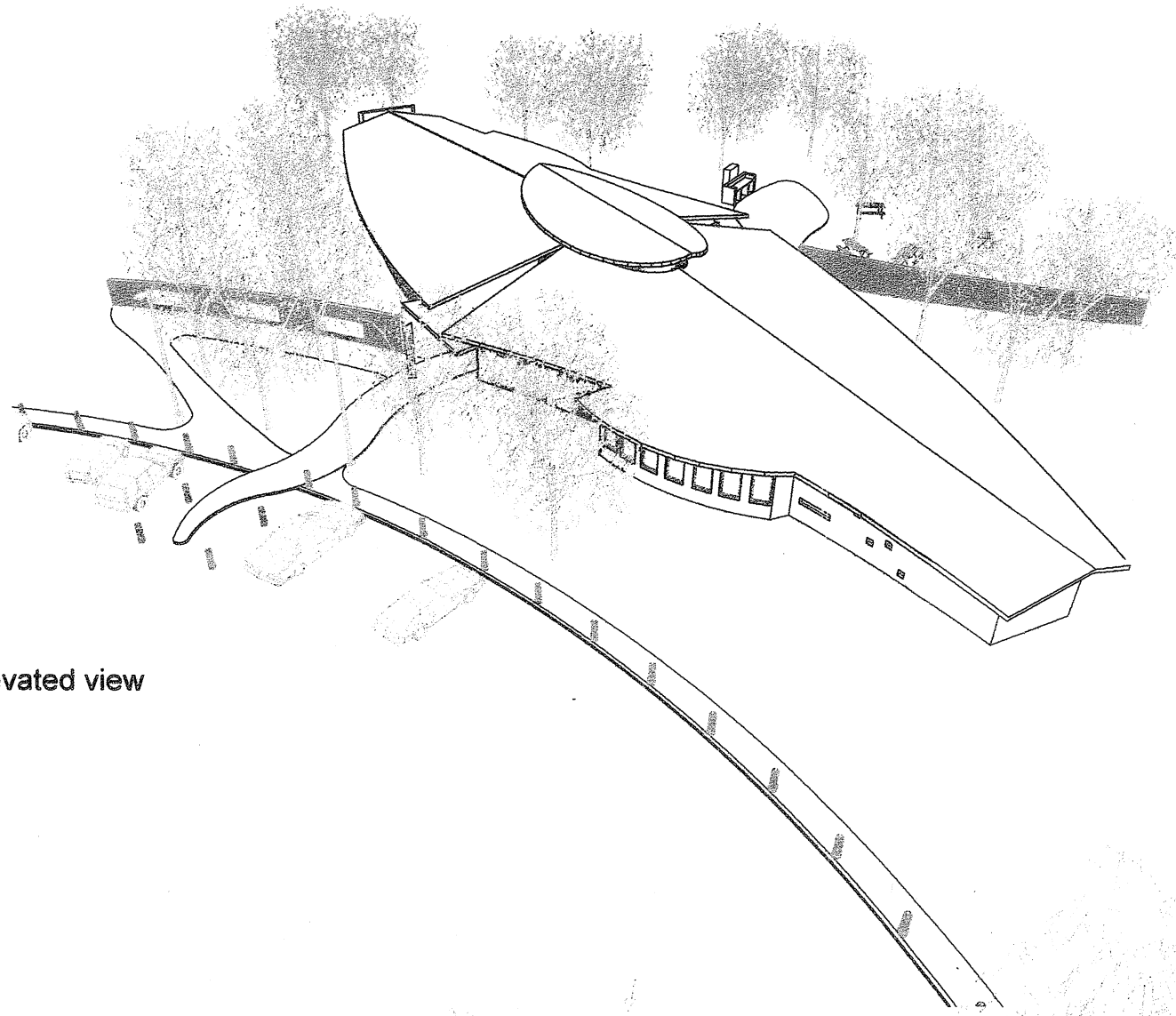
Art House
 BUILDING DESIGN
 P.O. Box 965 Nowra N.S.W. 2541
 Phone: 02 4447 1392, 0411 102 951
 Fax: 02 4447 0302
 Email: bnd@shoolhaven.net.au



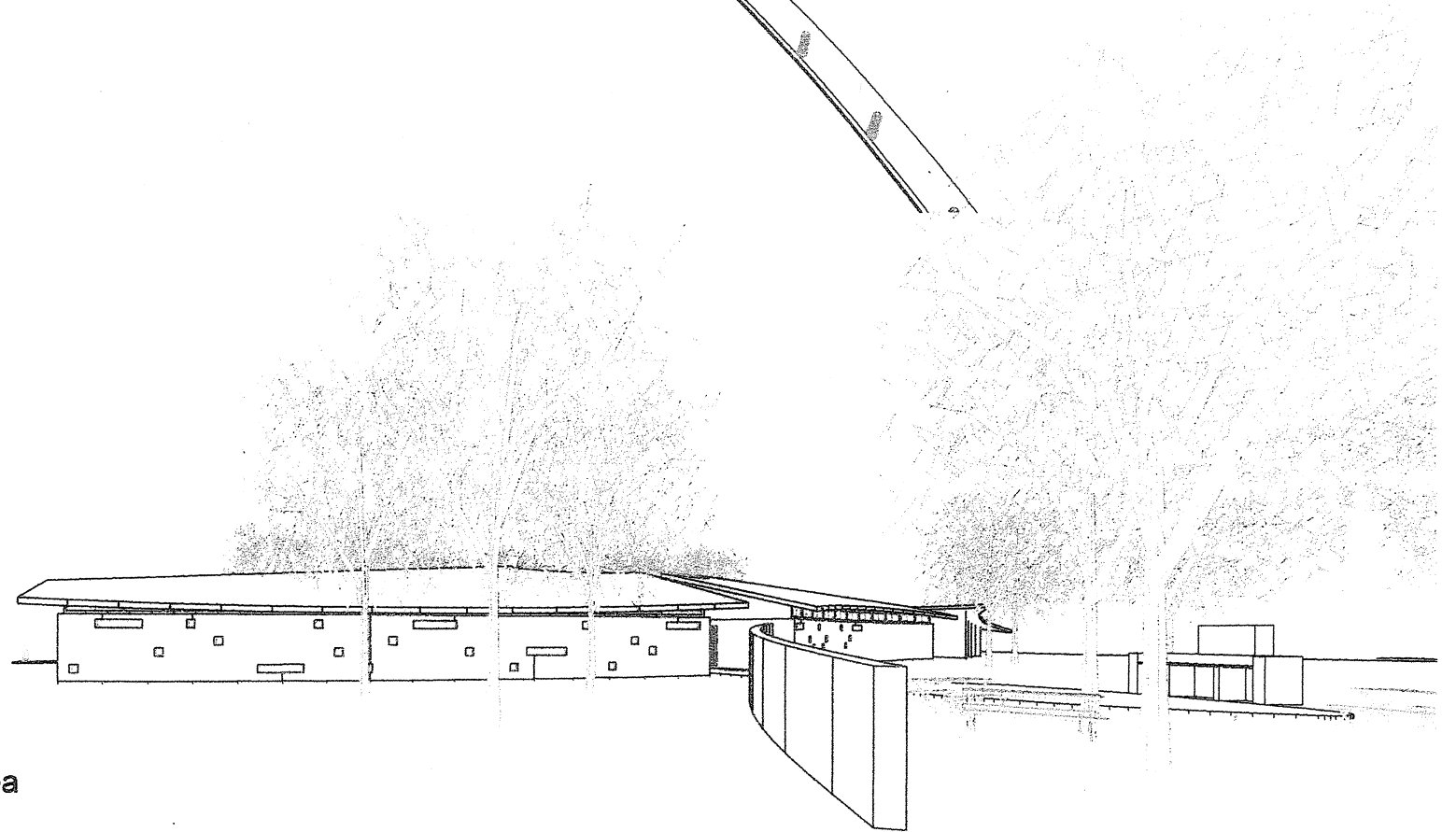
Exhibition Court



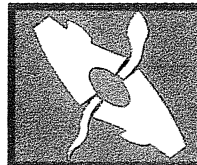
Entrance



Elevated view



BBQ Area



Willandra Lakes Region World Heritage Area

